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Personal Efficiency **And** **Mind Power Building**

Course of 12 Lessons

BY
D. HERBERT HEYWOOD

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FOREWORD

What People Now Want

The age of exhortation is past. Men and women want to know the why and how of things. The old maxims of industry and economy have become stale. There is an industry that keeps a man forever doing little things and never attaining anything worth while. There is an economy that starves the individual and prevents the living of the larger, fuller life that every person is entitled to in this age. What is needed are bigger ideas and a better training for one's life work.

DRAWING ON INEXHAUSTIBLE FACULTIES

All persons have an indefinite feeling that they possess faculties which if used would bring to themselves all that they desire. And they are right. Nature's instincts are true.

That is why people are no longer satisfied with a doctrine of contentment. They want the knowledge that will enable them to climb higher in the commercial, professional and social world and attain their fondest desires. They want substantial, material things. Any knowledge that falls short of this fails to satisfy.

To do greater things we must imitate nature, who attains her ends in a prodigal way. We have latent faculties that are crying aloud to be used so that they can bring abundance, and the more these faculties are used the more they grow and produce. These latent faculties are what we shall set forth and explain, with the practical application to the affairs of life.

New Science of Self-Development

LECTURE I

EVERY wide-awake man and woman now realizes a quickening of the pace of human life and affairs. To some this causes a feeling of doubt and apprehension whether they will be able to keep up their end in the race and work out their ambitions.

A subtle fear has crept into the popular mind that we are approaching the breaking point, when a greater proportion of men and women must drop out of the ranks of money earners at earlier ages than before.

To all such modern science and the best rules of business practice bear a message of joy and hope. New-found qualities of the mind revealed in research laboratories and in the crucible of great business enterprises, show a realm of mental resources in mankind never dreamed of in the past. These latent faculties can be relied upon to carry men upward and forward without stress and strain, if only the laws governing the mind are as well understood as the laws of mechanical operations.

QUICKENED PACE DEMANDS NEW POWERS

The best evidence of the truth of this statement is the fact that the biggest men and women in all lines of business and professional life are living demonstrations of it. They have found ways of carrying out big enterprises without

wrecking their nervous systems. They have learned to find a keener enjoyment in life as they advance in years and to have more time for leisure and recreation. Their rules and methods are given in this course. . .

What these individuals have done every other person in the whole working world can do to some degree. With the knowledge which we now possess about the operations of mind and body every man can begin to relieve himself from overstrain from the very first week that he begins the study of this new art of living.

In the last two decades people have discovered that the mind can heal many bodily ailments. Having realized the mind's efficacy in this respect, they have begun to feel that a broader field is before them in the business and social world.

The power of mind that could heal their bodies and solace their souls contains the elements that can control their destinies in life. It is this broader phase of the mind that we shall unfold in these lessons.

DISCOVERING YOUR LATENT MENTAL RESOURCES

The supreme interest of life is its development, to become what we are capable of becoming. There is now as never before a tendency of men and women everywhere to study themselves, to search out the causes of growth, physical and mental, to discover the faculties that bring success and happiness and to cultivate these faculties to the highest degree. All such researches tend toward one end, the building of mind power.

Everybody who amounts to anything is engaged in this work, the mother with her child,

the teacher with her pupil, the business man with his employes, and everyone with himself or herself.

Individuals start in infancy with unlike tendencies and unequal mental energies. There is great mental variety from the very inception of life. The embryonic Washington was unlike the embryonic Napoleon and their natural development carried them on to different destinies.

The life that each person is fitted to live may be settled before birth, but the life that each one actually does live is largely a matter of accidental circumstances at the outset, until the mind assumes control and begins to shape the person's destiny.

While there is a difference in natural powers, there is less inequality in the mental make-up and capacity than is generally supposed. Not all can be great financiers or inventors, poets, orators or artists, but it is nevertheless true that each person is supplied by nature with mental faculties pointing to a higher plane than is usually attained.

The greatest of all industries is the making of men and women, strengthening and developing faculties, ennobling and bringing intelligence to a higher level, in fact, mind building, which is equivalent to MAN BUILDING. How mind grows and how it can be made to realize its own possibilities is the object of this Course.

PLAYING THE GAME OF LIFE SKILLFULLY

Life is a game of skill and practical psychology is an attempt to play the game as well as possible, since by force of circumstances we

must play it in some way. It is the science of making the strenuous life a joyous one, full of pleasurable thrills; instead of a life of strains and ills.

The old idea of psychology was the science of mental phenomena, something for theoretical discussion. The new idea of psychology is the science of doing, feeling and thinking in a logical, powerful and effective way and without stress or strain.

For in this new age we are all driven to seek a refuge from the nerve-racking complexity of things. Our aim will be to show a new intermediate path between the complex life and the old simple life which is the simplified life, the doing of all the hard and exacting things which we have to do, in a happy and easy way. While this may seem at first mention impossible, we shall show that it is easily grasped and put into operation with a little study and application. We shall not present an intricate system, but instead we shall introduce simple methods for everyday use.

These studies in proficiency and mind power building are based largely on the new discoveries in psychology of the latent powers and possibilities of the mind.

The most impressive discovery in recent years is that a dynamic and intelligent power resides within each individual. Its full significance is just coming to be realized. Science has revealed beyond the world of the senses and consciousness a wide and unknown realm of human energies and resources.

These are the mental faculties of the modern man and woman. The existence of these facul-

ties was not even suspected fifty years ago. They are as new as the later developments in electricity and telephony, in aeronautics and motor propulsion. Most of these new discoveries lie in the realm of the subconscious mind.

LAWS THAT GOVERN MIND POWER

Like all the laws governing the material world, these laws of the mental world are simple when once formulated. In this course we shall reduce them to plain rules and methods which can be used easily by any person of ordinary education.

The directions will be so plain that within a few weeks you can have a command of mental and physical powers that you never dreamed of before. You will also be shown how you can employ these new-found powers to do whatever you wish to do, to attain any reasonable ambition, and to get the material things you wish to possess.

This is not going to be done by any mere hygienic regime, but by the knowledge of mental laws. You will be shown how to develop the executive faculties, a good memory, a wide range of observation, creative imagination, correct judgment, alertness, resourcefulness, application, concentration and the quick grasping of opportunities at the psychological moment.

The mind is the instrument you will use in this broader field of attainment. No one can get the proper results from a machine unless he understands its mechanism. For this reason we shall give you practical demonstrations of the working of your own mind.

LIKE A POST GRADUATE COURSE

If you are a college graduate and have taken a course in psychology, or if you have already studied other systems of mental culture, so much the better. You will more easily grasp the essential facts about proficiency in doing things and mind power which will be brought out in this course. No college heretofore has included in its psychological lectures and experiments a course in practical psychology. These lessons will therefore be like a post-graduate course, teaching how to make real use of the psychology learned at college. This course will give new discoveries about the mind and its operations unknown to college psychology of a few years ago.

The whole trend of this course will be to familiarize you with the laws of achievement and how to apply them to your own business or profession. These principles will be made so plain that you will be able to explain them to others under you who thus far have not had a glimmer of these principles which are of such vital importance in modern industrial and commercial life. This will be in line with teachings in modern business schools.

You will not find it difficult to grasp and assimilate this system. The various lessons will proceed by easy stages.

Very soon your conception of your relations to men and things will change. You will feel a new realization of power coming over you. You will become conscious in a new sense that you are master of yourself and your destiny. The successive parts of this course will have a cumulative effect. All of a sudden you

will reach a stage of sensation that is immeasurably advanced over any mere succession of plodding steps. Mar 5 1927

To get full benefit from this course, it is desirable that you try to grasp the underlying principles. We would advise that you read this lesson two or three times in order to reflect on every fact put forth. If any portion of the course is not clear at first, read it again. A little repetition will enable you to be absolute master not only of the ideas, but of the methods which are outlined. With the mastery of methods will come the practical benefits and the greater power which you desire.

SECRETS OF PERSONAL DEVELOPMENT

The secret of personal development is contained in three fundamental principles, as follows:

1. Every person has two minds—the conscious and subconscious. Your problem is to get control of this double mind power which includes all your latent faculties.

2. Realize the great big FACT that you have the mechanism of a practically perfect memory, and some other special faculty of great power, either executive or overseeing ability, inventive capacity, creative imagination, or the ability to do some one thing, better than any other man or woman in the world.

3. In four to six weeks you can be definitely started on a new plane of life. This statement is based on the discovery that new ideas planted in the mind today grow and

produce habits which begin to change the whole character and performance of a person in that length of time—if a person is sufficiently in earnest and studies and works along right lines. It does not mean that you will have attained all your ambitions in that time—but it does mean that you should be well started. Thereafter your progress should be continuous.

Since these principles are of such vital importance, we shall take up each one and explain it briefly now and elaborate upon it more fully in following lessons in this course.

Principle 1. Your Two Minds, the Conscious and Subconscious.

If you know how to use both of these minds and make them work in unison you have 1000 times the power of the average person. We use this figure with mathematical exactness. For psychological tests have shown that the power of the subconscious mind acting in conjunction with the conscious mind is 1000 times that of the conscious mind alone. This is based on the deduction that the subconscious mind is the cube of the conscious mind. If an average man functions 32 per cent consciously, his subconscious power would be $32 \times 32 \times 32 = 32,768$, or slightly over 1000 times the conscious mind power.

The great men or women who can project their thoughts into enterprises reaching around the world, or form organizations in which thousands of persons are engaged, utilize this degree of power. Some have stumbled upon it accidentally and only after years of haphazard methods. Others have attained this power quickly by study and scientific, practical appli-

cation of it. They are stronger and better grounded because under all emergencies they know just how to use their double mind and how to direct others, because of this knowledge.

So you see that a knowledge of your two minds is necessary from a practical standpoint. Here is a simple explanation of your two minds. Your conscious mind consists of the thoughts which you think from moment to moment. This thinking process takes place on the cortex of the brain—that is, on and near the upper surface of the brain in the front part of the head. Your subconscious mind is so called because it is the working or functioning of the lower parts of the brain, below the cortex, and in the back part of the head. The two terms are easily understood if you will think of them in this way, that the conscious mind operates in the top of your head and the subconscious mind operates in the cellar or sub-cellar of the head, as you might say.

The subconscious mind also extends away down below the head. It follows the spinal cord down the backbone to those big sub-stations of the brain—the pulmonary plexus, which regulates the breathing; the cardiac plexus, which operates the heart, and the solar plexus, which controls the digestion and other vital organs of the body.

The subconscious mind is always at work directing the processes of life, without any effort on your part. It works while you sleep. It must be a tremendous power to keep all this wonderful mechanism going all the time. It will do a whole lot more work for you if you know how to use it, and it will do it in such a way that you will not feel any weariness. The rules and

formulas which we give in this course will enable you to bring this big subconscious mind power of yours into action.

To understand what will follow in this course it is necessary for you to have a ground work in the knowledge of the brain and nerve system. This we will proceed to explain as briefly as possible, taking for granted that you already have a good general idea of physiology.

We will make the following explanation for the special purpose of giving a proper conception of the subconscious mind which is one of the basic principles of this course in Mind Power and Business Building. If you grasp that one conception in this lesson the rest of the course can be understood and applied with perfect ease. So we will begin with short definitions and explanatory paragraphs.

MECHANISM OF THE MIND AND BRAIN

Mind is the inner force, the Real You, which dominates the body. The brain is the seat of the mind and the principal organ of the mind. The nerves extending from the brain throughout the body form the system of communication by which messages, and impulses from the mind are conveyed to all parts of the body.

The brain may be considered the operating room for the entire nervous system. From this central station we find nerves leading outward to the eyes, ears, nose and mouth through openings in the bones of the skull. The main nerve cable leading downward from the brain to the body is the spinal cord. All along the spinal

cord are nerve centers called ganglions, which are little brains or substations of the main brain. In the vicinity of the heart, lungs and digestive apparatus are the other nerve and brain centers called plexuses, which are seats of nerve force and subject to the control of the mind.

That is why a shocking piece of news, or an unusual sight or sound may "stop your heart" as the saying is, or retard your breathing, upset your stomach and derange your digestion. All of these organs are intimately connected with the brain through the sympathetic nervous system. The solar plexus, in the abdominal region, controls several of the vital organs, and that is why a blow on that part of the body will paralyze the whole body and the brain as well. The solar plexus is one of the most important of our little brains. It is a vulnerable point, like Achilles' heel, but it can be made to serve a very useful purpose. It can be used to stimulate the entire body by sending a message of the right kind down from the mind to the solar plexus.

NERVE SYSTEM LIKE ELECTRICAL APPARATUS

In addition to the sympathetic nervous system which controls the vital organs there is the sensory nervous system, which consists of bundles of nerves radiating out from the brain to all the organs of sense and to the skin, covering the entire surface of the body. The sensory and motor nerves direct all the actions of the body and are under the control of the mind.

The nerves work like an electrical apparatus. Suppose you feel a pin prick on the end of your

finger. The pin excites a nerve ending on the finger, starting a movement of some kind which travels up the arm and to the brain, like an electric current. When this current arrives in the brain the mind perceives it as a sensation. The speed at which this current travels has been measured and found to be much slower than electricity by wire, but otherwise it is similar to electricity.

This current of sensation on reaching the brain makes some kind of impression on certain of the brain cells. This is believed to be a furrow or indentation which remains on the brain and becomes a memory image.

We now come to our second fundamental principle:

YOUR MEMORY MECHANISM

Principle 2. You have the mechanism of a practically perfect memory and some other exceptional faculties.

Later on in this course we shall devote several lessons to memory rules, but right now we merely state the fact that Nature has given you a wonderful memory mechanism. It is worth your while to understand it and thus be able to use it at least as intelligently and effectively as you try to use your automobile or any other complicated and expensive machine that you may possess.

Somewhere in that brain storehouse of yours are the faculties for executive ability, invention, professional skill, or making yourself a specialist or fortune builder. The methods for doing this

will be taken up and explained in this course. We now come to the third fundamental principle:

TIME OF MENTAL GROWTH

Principle 3. In four to six weeks you get a start on a new plane of life. Ideas grow in certain periods like flowers or vegetables.

You are now going to cultivate the garden of the mind. So we will state some of the newly discovered scientific facts about the mind which will have a very practical bearing on all your affairs of life.

Mind seems at first a very intangible thing and difficult to understand and control. But in the modern psychological laboratory it is measured by intervals of time down to the thousandth of a second. Its workings and fluctuations are noted as methodically as if it were a current of electricity or a sound wave.

A comparatively simple experiment would serve to show you how long it takes you to think. You may believe that your thoughts are quick as a flash, immeasurable. Quite the contrary. The average time that it takes a keen, intelligent person to think is about one and two-fifths seconds. In fifteen minutes a test could be made of you which would show the speed of your thoughts.

So important is this subject that it is worth while to go into it in some detail. If you can think faster than another person with whom you are engaged in an argument or in a business deal which calls for all of your acumen, if you can think even a fifth of a second faster than

he, you have an immense advantage, as much, in fact, as a sprinter who distances his rivals by the fifth of a second.

HOW LONG IT TAKES YOU TO THINK

A simple way of testing a person is to pronounce a series of words and after each word have the subject utter the first word that occurs to him. These answers are written down on a chart. The examiner holds a stop watch and records the time taken in making each answer. About the quickest answers by an alert person will be made in from three-fifths of a second to one and two-fifths seconds, while most persons take from one and two-fifths to two and three-fifths seconds to answer under very favorable conditions. Puzzling words or words arousing emotion may prolong this time to five or ten seconds. A great deal depends upon the kind of words used, starting with such simple words as "hat" and "coat" and changing to emotional words. Lists of words may be selected to fit different classes of subjects.

These tests reveal individual differences of age, training, physical condition and other qualities. Such tests can be used to analyze the comparative mental efficiency of the worker at different periods in the day's work, showing the effects of long hours of work and also the effects of monotony and variety of occupation. This method can also be so applied as to detect obscure mental tendencies and to uncover motives or information that are being concealed. Eminent physicians have found it one of the most subtle means of determining the condition of nervous patients. The bearing of these things

in industrial work will be explained in the lesson on Industrial and Vocational Efficiency.

Lawyers can use it in judging the mental condition and character of clients or persons accused of crime. It may mean dollars to you to learn these things. That is why big business men are now studying this subject.

Having got a good idea of the nature and workings of your own mind and other minds from the facts and psychological laws stated in this lesson, we ask you to think and ponder over the following formulas for personal development:

Form the idea that you are a growing individual and that vast possibilities are before you.

A Dynamic Intelligent Power lies within you ready to assist you.

The seat of this power is in your own Sub-conscious Mind. All that you need to do to get command of this source of latent Mind Power is to understand the laws that govern its use.

Assume the part you want to play in life, and begin to play the part from this very day. You can make your life drama as heroic as you choose to plan it.

What is needed at the start to grasp this course is a receptive attitude of mind. There need be no strain of mind, or thought of struggle or effort. The right kind of mental development is like the growth of a plant or a child. It is a simple, natural unfolding of your latent powers. The following lessons will unfold this process step by step till you are led to the object of your greatest desire.

IMPORTANT PRACTICE EXERCISES

We are going to give you two exercises to work out. The first is a writing exercise, being an incident which illustrates the principle that nothing is ever lost if a person keeps his mental poise and knows how to command himself and control others. This is also a memory training exercise. Read the following incident very carefully without making any notes. Then lay this text aside and write down the incident as nearly as possible as it is stated here in every detail. After you have written your answer, compare it with the printed text and see just how many errors and deviations from the text you have made.

Writing—Exercise No. 1

NOTHING IS EVER LOST

A woman went to the cashier of a bank and asked him to O. K. an out-of-town check which she wished to deposit. The cashier O. K.'d the check, placed it in the woman's yellow pass book and handed the pass book back to her. She then went to the receiving teller's window to deposit the check. When she reached into her hand bag to get her yellow pass book it was gone. In dismay the woman rushed back to the cashier and cried, "My pass book is lost."

"Madam," said the cashier, "nothing is ever lost." The woman at once became calm and reassured. The cashier then took her hand bag and looked through it carefully, but the yellow pass book was not there.

"Look in all of your pockets," he said. She put her hand into the left hand pocket of her jacket and took out the yellow pass book with the missing check safely inside it. The pass book had not been lost at all. The woman had merely lost her composure and poise. Nothing is ever lost—if we but know how to use our minds and keep track of all things, and control ourselves. The cashier who was able to prevent things from being lost, and to keep people from "losing their heads," receives \$10,000 a year. There must be someone at the head of every business who possesses this faculty. It may be you.

Personal Analysis—Exercise No. 2

The second exercise which we give you with this lesson is the making out of an efficiency chart of yourself. Write down your honest conservative estimate of your self on each subject expressed in percentage figures. For instance, to Question No 8, "Is your physical condition good?" you might put down 50 per cent, 75 per cent or 90 per cent, according to your judgment. Bear in mind that very few people are perfect or 100 per cent in anything. Finally add up all the figures and divide by ten. This will give you your percentage of efficiency. One month later make a revised list of figures and see how you stand in your percentage.

We shall be interested to know the result of your second percentage at the end of your first month's study. But write to us before that, because we want to help you get a good start.

PERSONAL INVENTORY CHART

Name—

	Date.....	Date.....
1. How good is your memory?.....	30 %	%
2. To what extent do you plan your work ahead?.....	30 %	%
3. Is your work properly systematized?.....	50 %	%
4. Can you influence other people along right lines?.....	15 %	%
5. What is your degree of proficiency in your present work?.....	25 %	%
6. Can you do your work without stress or strain?.....	30 %	%
7. How do you rank as an executive?.....	10 %	%
8. Is your physical condition good?.....	35 %	%
9. Are you familiar with the laws of efficiency and business success?.....	10 %	%
10. Are you happy in your work?.....	40 %	%
Total.....	240	
Divide by 10 to get average percent.....	24 %	%

Value of System

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LECTURE II

IN THE first lecture we outlined Nature's System in the make-up of a man, giving him a mechanism of mind and body that is practically perfect. It now remains for a man to systematize his work, in order to get the best results. System, instead of being a hard thing to attain and use, is the easiest thing to acquire. It makes the hardest work easy. It becomes your first aid in all your troubles and complexities.

Your system becomes your partner—your second self. It takes its abode in your office, store, factory or home, and lives there twenty-four hours of the day. It is there while you are away or resting or recreating. It does your work and takes care of your details. It runs your business without your presence for long periods, if necessary. System does not need an entire office or factory in which to be operated. It can be developed in a desk if that is all you have, or in your vest pocket if you are an outside man. A clerk, or even an office boy who has charge of a desk, or a woman in her home, can develop the principles of system and capacity for management.

System means a way of getting things done without stress or strain, to have them done thor-

oughly and on time. It does not mean a lot of card indexes and fancy fixings and a lot of assistants. It means doing the thing nearest at hand that needs doing, doing it promptly and completely and then dismissing the subject from your mind. This saves worry and the fatigue that comes from carrying a useless load of things on your mind. If a man or woman follows these methods every day, year in and year out, it makes no difference whether he or she is making out slips on a clerk's desk or general orders on a director's table, that person will develop a system that will make him a power. It matters not how lowly the desk may be, it can be made a training course in system and organization if the man at the desk chooses to make it so. This will fit a man to take advantage of opportunities when they come to him.

A clerk who keeps his desk in an orderly manner and does his work systematically uses much the same methods as the executive at the head of the concern, and is in training for the higher positions. The faculty of handling a multiplicity of details with ease and clear head, or assigning such details to others trained to do them, eliminating red tape, completing every task and checking up everything with absolute accuracy—overlooking no obligation or promise and forgetting nothing—these are the best rules for building business and character. The daily habits thus formed fit a man to control others and to take a larger part in the organization with which he is connected.

A person is not necessarily born with these qualifications of methodical work and thoroughness, but any one can cultivate them if he will arouse in himself sufficient ambition—a desire

for advancement so strong that details become easy when he realizes that they will lead to a great object. Sometimes a man gets a drilling in system from a benevolent superior who takes an interest in him. But more often the systematic man has to train himself.

SPEED OF THOUGHT TEST

As an aid in answering some of the questions given below, try the speed thought test on yourself and others. Five letters are chosen at random from the alphabet and each letter is given a figure to represent it. The five figures are then used many times over and arranged in the form of a square with 100 numbers in it. The test is to see how long it takes you to write the proper letter, with pencil, over each one of the figures. An ordinarily quick person will do it in three minutes. This means one and four-fifths seconds for each thought and muscular process of writing. Deduct one-fifth of a second for the writing and you have one and three-fifths seconds as your speed of thought. Some do it quicker and the slower mentalities take from five to twenty minutes. This test was devised and is used by Samuel C. Kobs of the psychological bureau of the Chicago Police Detective bureau. He uses it in testing the mentality of adults and juveniles—to try to get a line on their vocational fitness for leading useful lives. Take your own measure by this test and let us know how you stand. You can vary the test indefinitely by changing the letters, and so apply it new and fresh to any number of persons. It makes an interesting game.

O S M U W
1 2 3 4 5

Write the proper letter with pencil over each figure in following table:

2	1	3	4	5	1	2	3	5	4
3	4	1	5	4	2	1	5	3	2
1	2	3	1	3	4	5	2	4	1
4	3	5	2	4	3	1	3	2	5
3	1	4	5	1	5	2	1	5	3
4	2	5	1	2	3	1	5	4	2
5	4	2	4	3	1	4	2	3	5
2	5	4	3	4	5	2	1	5	3
1	4	3	2	5	1	3	4	2	1
5	3	2	1	2	4	5	3	1	4

Time.....

QUESTIONS. LECTURES I AND II

1. What should be the chief aim of every person?

2. What are the three fundamentals of personal development?

3. What is the effect of applying these principles to your life and affairs?

4. Why is your nervous system like an electrical apparatus?

5. What is the value of your subconscious or deeper mind to you?

6. How long does it take the average person to think?

7. What is the practical value of knowing your speed of thought and that of other persons?

8. How are you systematizing your day's work?

9. What is needed to grasp these principles and develop yourself?

10. To what extent are you using daily the rules on page 17, for personal development?

Developing Executive Ability

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LECTURE III

IN THE first lesson of this course in self-development we told how the system which we shall set forth can be made the foundation of a well-developed personality and the means of large achievements. The undertaking of this course is in line with the spirit of the day, which calls for a broader and more thorough education of all people engaged in business pursuits, as well as professional, political and social life.

In addition to whatever education a person may already have, it is very desirable that every man and woman take up some special study of personal development. One of the greatest business men of the age, H. Gordon Selfridge of London, says that the secret of progress in the commercial world is to "learn, and always learn."

To meet this requirement and to start a person to cultivating executive ability and the other faculties in a short period of time, this course of lessons has been devised. This should be continuous and far-reaching in effects.

In the first lesson in this series we set forth three fundamental principles. We shall now restate them in slightly different words and proceed to show the practical application in each case.

1. Every person has two minds—which can be so used as to increase normal capacity many hundred per cent, and thus build up a strong personality.

2. Executive capacity, memory, inventive-ness or any other special inherited tendency can be rapidly developed by the right use of the wonderful mechanism which nature has given you, by proper training and by putting your will to this task.

3. Four to six weeks should see you well started in this self-development.

Principle No 1. Mind Power.—A hard-headed business man grasped this principle and expressed it like this: "That's right. I never can do anything worth-while till I get the back of my head working." That was his way of expressing the feeling of power which he got from having all the latent faculties of his body and mind working in unison. That is the feeling which every person ought to have in beginning every day's work.

Personality and Power.—The first effect of this is the increasing of one's personality. It means getting self-control. First you think that you will get control of this splendid body and mind mechanism which you possess. Then you feel that you have got control of it. That means that the thought formed in the top of the head has been flashed down over your whole nervous system like a telegraphic message and you have got the control of your whole mental and bodily mechanism. The ability to do this is the beginning of your rapid progress in the building of personality and power. We shall give some rules for developing this power systematically at the end of this lesson.

Principle No. 2. Developing Executive Ability.—One of the first steps in developing executive ability is enlarging your range of attention. By this we mean cultivating the ability to see many things at once. That is the work of the overseeing or superintendency type of mind. The ordinary routine worker is not only narrow-minded, but narrow in his vision. You can make an interesting test on a number of people in the following way:

Bank Note Test.—Get a brand new, crisp bank note of any denomination. Show it to several persons, asking if they see anything unusual about it. They will probably say no, except that it is new. Put it back in your pocket and ask them to draw on a piece of paper everything they saw on that bank note—the value, the portraits, and all the other markings. Most people will not even notice the picture of the eagle on it.

Watch Test.—Try another test. Take out your watch and show it to some one as if to give him the time. Then ask him to write on a card the numerals which he saw on the face of that watch. The chances are he will write I, II, III, IV—while the watch is probably marked IIII to indicate the fourth hour. Or the man may write letter numerals when the watch had figures for the hour numbers, simply because he is accustomed to see letters instead of figures on a watch face.

The point we want to make is that most people do not see what is before them. They have never been trained to see things accurately. The man or woman who aspires to direct others must learn to develop this faculty. The keen-visioned people are always a lap ahead of others in every

relation of life. They are the overseers, the managers, the executives.

Gaining a wider range of vision can be cultivated in many ways. Here is the way that a bank cashier in one of the large cities trained himself. He made it a point to eat lunch each day in some new place—in different parts of the city, among different classes of people. He was able to observe new drifts of trade, the tendency of real estate values to go up or down in different localities, and many other fluctuations in the city's life and growth. The result of this was that he rose rapidly from one position to another, while other associates in the bank remained fixed from year to year.

Another business man says he makes it a rule to ride on different car lines to and from his store—or to merely sit on different sides of the car from day to day—or to walk part of the way by different routes. All these little things give him a fresh viewpoint, new suggestions, keep him growing and prevent him from falling into a rut.

Alertness.—Another quality which is a characteristic of the executive or overseer is quickness of thought. In the first lesson in this series we explained the variation in speed of thought of different people. It has been found by careful tests that executives usually think from one-fifth to three-fifths of a second faster than the average man or woman. The following time chart has been made in a research laboratory:

First Class	$\left\{ \begin{array}{l} \text{Executives} \\ \text{Managers} \\ \text{Superintendents} \end{array} \right\}$	Speed of Thought	$\left\{ \begin{array}{l} 3-5 \text{ second} \\ 4-5 \text{ second} \\ 1 \text{ second} \end{array} \right\}$
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Second Second Class	{ Profes- sionals and Educated Wage earners }	{Speed of Thought	{ 1 1-5 seconds 1 2-5 seconds 1 3-5 seconds }
Third Class (Slow Thinking)	{ Unskilled Manual Labor }	{Speed of Thought	{ 1 4-5 seconds 2 seconds 2 2-5 seconds }
Fourth Class	{ Defectives }	{Speed of Thought	{ 3 seconds 5 seconds 10 seconds }

So well recognized is this principle of analyzing and classifying people according to their degrees of alertness that it has become an axiom among progressive managers. One department store manager will not allow anyone to operate the elevators who cannot see, think and act in three-fifths to four-fifths of a second ordinarily—and never longer than one and one-fifth seconds.

This does not mean that there is no place for the slower thinkers in an organization. They may be very useful in positions where absolute accuracy, honesty, loyalty and painstaking thoroughness are necessary. Later on in this series we shall go into this subject more fully. We bring out these points here to illustrate the principle that alertness is one of the prime essentials in the present-day business and social world.

You have doubtless already tried out the speed of thought exercise at the end of the second lesson. This was given so that you might already have some practical knowledge on this important subject.

You can now calculate for yourself just how long it takes you to see, think and act under any circumstances. The test we gave you is not as accurate as those made in a research laboratory, with delicate timing instruments, but the printed test will illustrate the approximate time of mental action of your mind and that of other people.

Salesmanship.—Every executive has to deal with the subject of salesmanship. This is a big subject and we can only touch on it briefly here, but every part of this course really is a training in salesmanship, as will be shown later on. The executive who is weak on salesmanship can hardly hope to make a big success of any business. If he does not have selling ability himself, he must be able to select those who are salesmen, or train men and women in salesmanship.

Every person, in a sense, must be a salesman in order to sell his or her personal services to advantage, or else be hopelessly left in the game of life. There is another sense in which every person must be a salesman. Every person in an office, store or factory, the office boy, the stenographer, the bookkeeper and the manual operative, ought to hold the thought and belief that sales will be made. They should hold that thought every hour and minute of the day.

The cumulative effect of that thought, held uppermost in the minds of a whole organization, will bring business right out of the air, so to speak. And the opposite attitude of mind on the part of employees will just as surely kill business. The selling end is what keeps the wheels moving, keeps everybody employed and makes for a happy, comfortable future for all concerned.

Executives are coming more and more to drill this idea not only into members of their managing and selling staff, but into every one down to the shipping clerk and factory operative. Moreover, they are asking or expecting as a condition of employment of each applicant that he or she shall have that thought and purpose from the very start.

Salesmanship is not simply a clever selling talk. It requires, first, thorough knowledge of the goods; second, knowledge of how to handle the different classes of customers, ability to remember their names, their tastes and hobbies; and third, the personality of the salesman.

This last element of personality is really the biggest factor in salesmanship. The man or woman who has such a warm, genial, attractive personality that you feel a sort of radiance emanating from them as soon as you enter the room where they are, such salesmen or saleswomen are absolutely invaluable and are what make a business grow. This element of salesmanship implies education, refinement, mind power and broad capacity. That is what this course is designed to produce.

Analysis, Deduction and Decision.—A characteristic of the executive is the ability to analyze a subject quickly, to make a deduction and then a decision. First he applies his power for observation and, taking in every angle of the subject, he then makes a deduction as far as possible free from personal bias. But the problem is not completed until the decision is made. Right here lies the chief difference between the big, strong men or women who do things and

the average routine workers. The latter cannot make deductions or decisions. It is pitiful to watch them try to decide on any subject. They usually end every such struggle by postponing and never making a decision or taking any action. Learn right now to go through this whole process of analysis, deduction and decision as each matter comes up during the day, whether it be great or small.

Principle No. 3. Time Required in Personal Development.—Many people never make a start to develop themselves because they think it is such a long, uncertain process. They do not realize that one month of concentrated, studious effort will often make them over into new and stronger personalities.

LAW OF MENTAL DEMAND.

This brings us face to face with another great psychological law of immense practical value to those who wish to develop executive ability. It is this:

You can draw upon the latent powers not only of your own subconscious mind, but on the minds of other people with whom you come in contact, and get their aid toward the accomplishment of anything, great or small, if you but make a mental demand for this aid and co-operation. This may be called the Law of Mental Demand. One of the wealthiest men in the United States, who has built up a world-wide enterprise, affirms that the use of this law has been one of the most potent influences that he has used in the construction of his business.

The working of this law of mental demand must have been noticed by everyone. Have you not observed the power of your demand upon another person when you wanted to make him understand you without speaking to him? Have you not thought deeply on a subject and then written a letter on this subject to an associate, only to learn that the person addressed had been impressed with the same idea before your letter was received? Have you not thought intensely on a subject and had a companion turn to you and speak the very words you were about to utter? Have you not desired greatly to see a certain person and have him come to you in a few hours without being summoned by any of the ordinary means of communication?

With its first recognition and experience will come a new sense of power and capacity for achievement. You will realize that you have summoned a latent faculty into being and that henceforth it will be one of your dependable assets. It will broaden your scope of power immeasurably. For the most potent thing in the world of affairs is influencing other people, and this ability to send out your ideas and wishes on the vibrating waves of thought and have others respond to your mental demand on them is the essence of mind power and executive ability.

The exercise of this power reacts favorably on yourself also. With every bit of energy which you hurl into this demand on others you strengthen your brain centers. This has the effect of drawing to you outside forces that will contribute to your mental power. With this increased power from within and without you

will be able to command all the talent, thought and co-operation in the world necessary for achieving your purpose. It will give you the assurance that comes from the sense of ability, and makes you master of any situation.

It always should be borne in mind, however, that to get results by this method there must be absolute harmony among the members of an organization. Inharmony breaks the connection between mind and mind—just as when two wireless instruments are out of synchronism they cannot exchange messages with each other.

These methods of personal development reveal possibilities for individual progress greater than any discoveries in the world of mechanics. These new-found depths of the mental capacity of man disclose energies and powers as much greater than the limited mind of man of a generation ago as present-day electricity exceeds steam power of the middle of the nineteenth century.

If a man can understand and use his latent faculties effectively, he has the power to change himself and his circumstances through hitherto unsuspected powers in his own being. He can build wealth, health, character and capacity to almost any degree that he may desire. He may become a wizard in some particular line.

He can remove from his life what is detrimental to his health, happiness and prosperity. He can gain possession of the material things that are essential to his happiness. He becomes conscious that the possibilities within him are practically limitless. There is no limitation to how he can grow and develop himself or his

business, just as Luther Burbank has shown there are no fixed limits to growth in the plant world; and Edison, Marconi and DeForrest have demonstrated that there are no limits to the application of electricity to the uses of man in world-wide communication.

This possibility of mind training is now regarded as a cardinal principle and the whole human world is changing to harmonize with this idea.

The first effect of this revolutionizing thought is to make people no longer satisfied with living a narrow, starved life. They no longer consider that they must give up to what seems the inevitable, because they have found that they hold the key to powers that will overcome any circumstances. So a man may have his own way in almost everything if his desires be right and just.

You can plan your future and your business with the assurance that you have a right to expect to realize practically everything in a general way and many things in particular that you desire. This can be done by anyone who has the intellect to understand the principles and apply the laws governing human minds.

Not only must an executive think of himself but of the latent faculties of all his employes.

DEPTH AND POWER OF THE MIND

One of the best explanations that has been made of the conscious and subconscious mind of every human being is by comparing them to coral islands. On the surface there is a little circular ridge of red rock surrounding a lake of shimmering green water and on this ledge a

fringe of tropic vegetation. This is all there is to be seen on the surface with no suggestion of that mighty structure extending down to the ocean's bed built by uncountable millions of coral creatures.

The human mind of even the humblest person is like this coral island. It is built up with the associated sense impressions of all past experiences. In the passing moment, certain perceptions, emotions, impulses and ideas are sparkling in the sunlight of consciousness.

Under the surface in the shadowy realm of the subconscious is the mind that governs the breathing and the heartbeat. It is the mind of stored-up memories and powers, the mind that contains the germs of all talents and genius for future achievements.

It is this subconscious storehouse, or storage battery it might be called, which you may be able to set into action in your own case or in other people. An executive must not be simply a driver, but a leader and developer of men and women.

DEVELOPING LATENT POWER

As a means of strengthening and developing yourself and other persons, follow these rules:

Eliminate Fear and Depressing Thoughts.

Rule 1.—If images rise in your mind, in which you see yourself healthy, successful and happy, they tend to automatically manifest themselves in such outward expressions and actions of body as would be appropriate to your part in the mind picture. At the same time they release

emotions of health, vigor, capacity and power. So cultivate this kind of thoughts.

Rule 2.—On the other hand, if mental images of misfortune, disease, death and fear rise in your consciousness, they bring along with them impulses that tend to retard the action of your heart, liver, lungs, stomach and other vital organs and to restrain all bodily action. They also bring a train of thoughts of dejection and melancholy. So form a habit of eliminating this class of thoughts from your mind.

The vital reason for forming such a habit is that the subconscious mind is intimately connected, through the sympathetic nervous system, with that department of the mind which directs the nourishment and repair of the body and automatically operates the vital functions.

Owing to this fact, it will be seen how important it is to keep your thoughts in proper channels, else they will speedily poison the whole body.

When a strong, dominant idea is held in the mind, the whole mental and physical system vibrates in unison with it, and a person feels the thrill of buoyant life. Then a man becomes a dynamo of energy.

In moments of doubt and perplexity, an exactly opposite condition prevails. You feel nerveless and listless. The reason of this is that several conflicting ideas are struggling for mastery of the subconscious mind, and your whole internal make-up is like a troubled sea torn by cross currents.

Rule 3.—It then remains for the conscious mind to give direction and stimulus to the better

and wiser thoughts. Once these thoughts rise to the surface of this troubled whirlpool, the seas calm, your ship takes a true course, the heart throbs strongly and you are on your way to some purpose.

Here is a big point for business men and even women in the home to consider. Get command of yourself in the morning and keep command of yourself all day. It is the secret of efficiency, happiness and success. It is one of the most necessary qualities for a person in an executive position.

METHODS OF MIND AND BODY CONTROL

Rule 4.—It has been discovered by experiments and experience that the period just preceding sleep, and just after awaking, when the conscious mind is free from any dominating thought, that the subconscious mind is then most susceptible of being influenced.

If at such times you think of the thing you most desire, that desire will sink deeply into your subconsciousness, and a whole train of ideas and emotions will be set to work to realize that desire, without any conscious effort on your part. This desire may be health or any material object. Here we have arrived at a law that is of vital importance.

Rule 5.—Another time when commands may be sent to the subconscious mind is just before or after periods of intense application, when the mind for an instant is "vacant," as we say, and not under the control of any strong idea. By introducing thoughts and commands

about our desires we readily impress them on our subconscious mind.

Rule 6.—If you can control your trend of thought, you can regulate the operation of your bodily functions through your subconscious mind. You can thus command physical efficiency and keep yourself free from functional disease. More than this, you can determine the whole trend of your life by deciding what kind of ideas shall be summoned from the subconscious and made the dominant note of your character. This control can be exerted to maintain health, to achieve success in business affairs and to attain happiness.

Rule 7.—If you can find a way to determine the substance of your thoughts, you have gained the secret of controlling your life. This can be done by putting forth the ideas that will aid your purpose and eliminating all that will be antagonistic to it. When you have learned how to do this you will be master of your own destiny. You will be able to assemble your resources, plan your campaign of achievement and move forward to achievement as methodically as a major-general carries out a military movement.

The object of this course is to give you a code that will enable you to determine the trend of your thoughts and actions. With this code you can live a highly efficient life, without strain or effort, and realize from day to day its compensation in happiness, health and a reasonable amount of material gains. The code which we will give you must be built up unit by unit. We have already given you three principles.

FORMULA FOR MIND POWER BUILDING

We will now add the following formula:

At night, just before retiring, turn all your attention upon the depths of your mind. Desire to arouse the strongest elements of your subconscious personality.

Repeat this occasionally during the day when you have a moment or two of intermission in your work.

Couple this demand on your subconscious mind with a desire for some great object, and also for the mental poise and tranquillity which will give you happiness.

Desire deeply the full and harmonious expression of all the energies and forces in your personality, which will fit you for a position of influence and leadership. Take some action each day leading toward your chosen object.

When we believe we can do certain things the subconscious mind concentrates all the latent powers of the system into the faculty required to do the things we have planned.

Your deeper mind will work for you while you sleep, as well as when you are awake and toiling with the sordid things of life. By following the above rules you will rapidly develop executive power and personality.

In the next lesson methods for systematizing your office, shop or home will be given, leading to a high degree of personal efficiency and tending to reduce the stress and strain of everyday life.

Systematizing Office, Shop or Home

MIND POWER BUILDING SERIES

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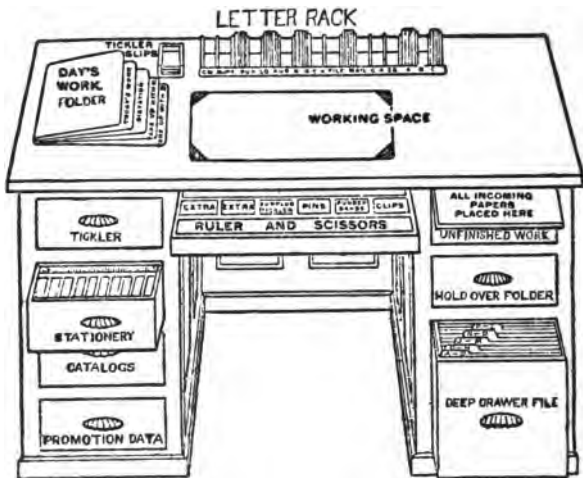
LECTURE IV

IN THE first three lectures of this course we have stated how a man of any age can get command of faculties that will start him on the road to high achievement through the right use of mind and body. It has been shown how the exercise of these faculties brings greater results with less effort and tends to eliminate worry and fatigue.

We shall now take up methods of applying system to your day's work. These methods are designed to save time, to enable a hard day's work to be done easily and without stress and strain. We are going to begin at a vital point—your desk or work bench. A woman can apply these rules to her writing table and to every department of the home.

The desk has two uses, first a table on which to work and second a place in which to keep "tools" and "work" in an orderly fashion.

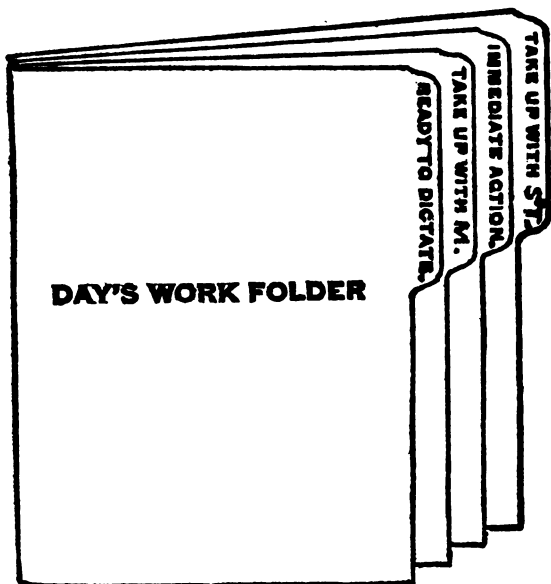
A desk should not be a junk heap or a remnant counter for unassorted material. It should be a business work bench and every square inch of its surface and every corner and compartment of its drawers should be devoted to holding just such things as are needed for the day's work and no more.



Desk arranged in orderly system with everything right at hand.

It is the mark of a slovenly and incompetent workman when you see a carpenter who throws all his tools helter-skelter into a tool chest at night and leaves some of them buried in the chips and shavings of his day's work. He loses a half hour's time the next morning in starting his work and is nervous and flurried before he has done a thing.

The same thing applies with even greater force to the office man. The debris of the day's work should be cleared away after it is finished. Don't permit the chips and shavings of your work to pile up in drawers and pigeon holes. Don't allow matters that are "dead" to cover up "live" stuff that you want to work with and refer to constantly. So make your desk an orderly work bench, with every tool in its proper place and nothing in its compartments that has



Compartment folder for systematizing the day's work no daily use. This is the beginning of system in any office, shop or home.

Since this is a foundation principle we will start housecleaning and office cleaning right here. Let us begin with the deep lower right-hand drawer of your desk, for that is generally filled with dusty uncertainties. Is there really any use for that jumble of newspapers, books and bundles of papers piled in a foot deep? If you had to locate instantly a contract you put there a week ago, could you put your hand down into that pile and pull it up with a smile? Probably the opposite would occur. Very well, then, clear out the junk, put the things elsewhere under the proper classification or throw

them away and save time and worry in the future. There is a good use to make of this big space which we shall outline in a moment.

Now turn your attention to the smaller lower drawer on the left-hand side. How often have you had occasion to consult a single one of the catalogs and what-nots that you have been throwing in there for months? Then clear those out also and put them somewhere else in a special file if they are worth while. Use that space for something that you need to consult often.

ANALYZE AND CLASSIFY THINGS

Now let us get down to a real system for the whole desk. The first principles are classification; everything right at hand and everything always in the same place. A disorderly desk means a disorderly mind, things overlooked and forgotten and consequent distress of mind. This can all be avoided by considering four essential points and regulating the desk accordingly. First, the unfinished matters which you are now working on. Second, matters pending or bills and other affairs to be attended to at some future date. Third, completed matters, letters, etc., that have been attended to that should be filed, mailed or passed on to some one else. Fourth, your working tools, stationery, clips, shears, ruler, pens and ink, etc.

Let us begin with the first classification: matters that you are working on and that must be completed today. These should not be placed in the desk drawers at all, but kept on top and placed in a folder called the "Day's Work." This can be subdivided into sections labeled "Letters to Be Answered," "Things to Be Done," "Take up with B," and so on.

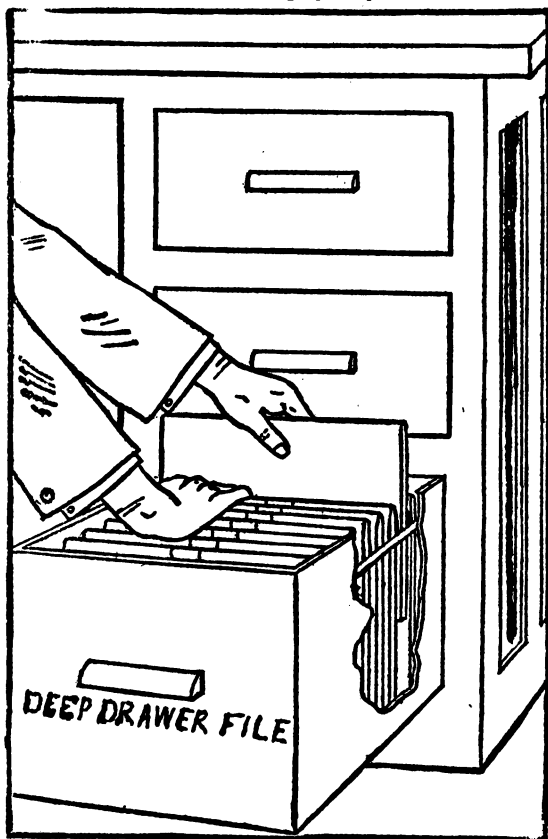
The rest of the unfinished work, while it should not be kept on top of the desk, should be placed as near at hand as possible. For just as quickly as you clear up the "Day's Work" folder you want to go at the rest of your unfinished work. So it is well to have another folder labeled "Unfinished Work." This should be placed in the upper right-hand drawer so that it can be reached with one movement of the right hand.

There is still another kind of unfinished work which causes a great deal of mental trouble and desk confusion. These are papers which it is desirable to hold over for some future use or consideration. Put such things in a "Hold Over" file. This file should be put in the second right-hand drawer.

With three-quarters of your desk work systematized it now remains to add a device to take care of things you have already done and are ready to pass on to someone else or to be posted. For this purpose we would suggest a three-decker wire basket or a messenger rack, with three sections, marked "Letters to Mail," "For Mr. J." or "Mr. M." Into each compartment lay the various papers or letters and let your office boy or secretary distribute them.

We now come to the important use to make of the deep drawer. It is to take your personal correspondence out of the vertical file in another part of the office and to place it in a set of folders right at your arm's reach. Consider the economy and ease of being able to reach down with your right hand, pull out a drawer and with three motions get at any paper without having to lose any time or move from your desk chair.

It now remains to take care of the useful little things. The ruler, shears, blotter, pens, clips, memo slips or tickler cards, pins, etc., should be near at hand in the wide shallow middle drawer. It will pay any man to have it

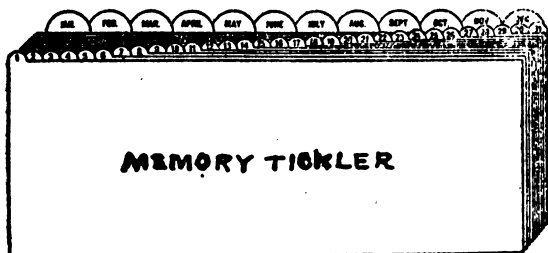


Private correspondence in follow-up file for lower right hand deep drawer; get-at-able with three motions of your hands.

arranged in compartments as shown in our diagram. This avoids throwing things into confusion with the opening and closing of the drawer.

EVERYTHING RIGHT AT HAND

There are now four drawers on the left available for other purposes. The top drawer should be used for a brain box or tickler, which we shall explain later on. The second left-hand drawer is a good place to put stationery and scratch pads. The next drawer may be used for catalogs and advertising matter concerning



Form of card index for memory "tickler," with 31 cards tabbed for days of month and 12 cards for months of year.

supplies which it may be desirable to order from at an early date. The bottom drawer is a good place for other printed matter which may contain suggestions for advertising, selling campaigns or general publicity and promotion work which you may like to refer to in moments of leisure. These lower drawers will need a little rearranging and keeping orderly and up to date once or twice a month.

With the new desk system inaugurated, you are now ready for vigorous action and are fitted to accomplish more with greater ease and shorter hours than before. Some men have

doubled their capacity by this system and shortened their working time 20 per cent.

In following lectures we shall take up the subject of Memory and go into further details about an Aid-to-Memory system to use in connection with these desk methods outlined in this lecture.

If you have no desk and are an outside man, there still is a vest-pocket and coat-pocket system that can be used with tremendous help to you in doing your work and bringing mental poise and relief from worry and strain.

QUESTIONS, LECTURES III AND IV.

1. Why is there a greater demand now for trained minds?

2. How can a person develop executive ability?

3. How can you eliminate timidity and depressing thought?

4. Do you make a practice of getting command of yourself every morning and in just what way?

5. How are you using the rules for keeping yourself in good physical condition?

6. Are you planning a campaign of achievement, and along what lines?

7. Just how are you applying the formula for mind power building?

8. What is the foundation principle of system and efficiency in office, shop or home?

9. How are you using the principles and methods outlined in this lesson for desk work, in shop or home?

10. What degree or percentage of increased efficiency do you estimate you have gained from applying these methods?

Training the Memory

MIND POWER BUILDING SERIES

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LECTURE V

THE first four lectures of this course have shown that your mind is a definite, measurable force, and an instrument of great power which you can use to attain any desired objects in life. This knowledge can be applied very effectively in developing memory.

In beginning memory training you should understand that memory is a mechanical process. If you have a knowledge of just how memory images are made in your brain and the mechanism by which they may be recalled, memory cultivation becomes easy and very interesting.

All impressions that reach the brain from the skin, eyes, ears, nose, tongue, or any other part of the body go in through nerves and leave a definite mark on the brain. Our every-day experiences, what we see, hear, smell, taste and feel, are conveyed by nerve currents entering the brain and leaving indentations on the brain cells. The number of these cells of the brain is computed to be something like a hundred million. Each of these cells acts virtually like a phonographic cylinder for recording and keeping a memory picture for future use and reproduction at the call of the mind.

The brain of the adult is a record of the experiences of life through which the mind moves in a manner similar to a phonographic needle

going over the indented wax cylinder. Going back over the old impressions has the effect of recalling the images of the things of which the original impressions were made. However, the brain is not entirely like a phonograph wax cylinder. Its substance is live, plastic and somewhat elastic. The impressions made by ingoing nerve currents are deepest just after the making. The brain matter in the cell gradually springs back, but in most instances it can never recover so far as to obliterate the trace of the impression entirely. If it could we should remember nothing. As it is we recall best within a few minutes after an experience. After twenty minutes the recoil of the matter has almost been completed. Names and other things that we can remember that long are pretty sure to remain with us indefinitely.

These brain records are what constitute the subconscious mind, which is your memory mind. If you will bear this simple fact in mind, it will be a great help in developing the memory faculty.

KEY TO THE MIND'S MIGHTY STOREHOUSE

Your subconscious mind really is the storehouse of all the knowledge, and all the impressions you have ever heard, seen, felt or even thought. It is your memory mind. It even goes beyond this and embodies all the hereditary traits of all your ancestors, and all the primitive instincts of the race. Instincts are really the inherited memory from our ancestors.

What a wonderful storehouse to draw from; the fighting, aggressive powers of your ances-

tors that you need in emergencies; the emotional fire to nerve you up to great deeds; the staying powers that have sustained your progenitors in the age-long struggle upward to the present plane; the ambition of your greatest ancestor; the idealism of the sweetest women and noblest men of your race. They are all there, stored away in your subconscious mind and brain. You only need the key to unlock that treasure house. Cultivating the memory will help you to use your reserve powers.

The practical value of a knowledge of the subconscious mind can be demonstrated at once by using it in memory and recall. It has been shown that everything ever seen or heard is stored away in the subconscious mind like a record on a phonographic disk. In order to recall any past impression, such as the name of a person, it is only necessary to revive the original impression made on the brain.

One effective way of doing this is to say to yourself, "I want to recall that name." and put yourself in an attitude of mind expecting the name to come to your lips. If it does not come at once do not fret or worry about it. Say: "Never mind, it will come soon. I want that name," as if you were giving an order to a subordinate. Then dismiss the matter and go on with some other subject of thought.

The message has gone down to your subconscious mind and its faculties are at work striving to revive the original impression. If the name does not come to you when the subject occurs to you again, try a few of the following devices to help your latent faculties revive it.

Think over the letters of the alphabet and try to recall what was the first letter of the person's

name, forming your lips as if to pronounce the name if it began with A, B, C, etc. You will probably get an impression of the right letter. If it is M, keep repeating M. Move your lips and try to connect the name with it. If this device does not bring the name, again dismiss the subject with the thought, "It will come." In due course of time the name will pop up into your consciousness like a cork rising to the surface of water.

You can soon get your mind so trained that you can recall almost anything, names, figures, phrases, quotations, or any other classes of recollections that are of practical use to you. This will give you a sense of confidence in your mental powers that will be as exhilarating to you as the development of a new set of muscles by an athlete. It is well to have a little fuller knowledge of the laws governing memory in order to get the best results.

VALUE OF VIVID FIRST IMPRESSIONS

It has already been explained that the brain is similar to the wax cylinder of a phonograph. On this plastic surface are recorded all the incoming impressions brought by nerve currents. These impressions are strongest just after the making. The stronger the first impression the deeper is the impress made on the brain, and the easier it will be to recall it at some future time.

For this reason take particular pains to get a strong, distinct impression of the names of people you meet and are introduced to. That is the first step in establishing a good memory. See that you understand a person's name clearly, distinctly, before it is pigeonholed in the brain. Pay special attention to the names of the friends

present at the time of meeting and note anything that is distinctive about the new acquaintance.

It is a good plan to write down a name or have it spelled to you if it is an unusual one. When you want to recall this person's name at a future time, if it does not come into your mind at once, recall the names of your friends whom he was with, and the other circumstances of the first meeting. This will nearly always lead up to his name coming into your mind.

The reason for this is that there are connections between the impressions on the brain, due to the fact that these kindred impressions were made at the same time. Each impression or brain path represents an image or idea in the mind and the clearness and ease of recollection depends upon the strength of the impression, and the brain pathways leading to it. If the paths are deep and well defined your memory will be good. If they are shallow and indistinct, recollection will be difficult. If the paths are all distinct the mind, after finding one of these paths, can quickly run over the whole network and find the particular dent that spells the name or the object desired.

KEEP THE PHYSICAL SENSES KEEN

In order to have strong impressions made on the brain it is vitally necessary to have all the physical faculties keen, such as sight and hearing. Any defect in these senses is apt to result in blurred impressions on the brain, and consequently poor memory and impaired mentality. Defective eyesight and hearing also are now so easily corrected, by means of glasses and ear contrivances, that no one should over-

look these matters, either for himself, his family or his employes. A great deal of the mental backwardness of employes and children is due to some physical defects that could be cured.

Another factor that assists greatly in making a good memory is the number of brain paths that lead up to a certain impression. If the same thing happens to you, or you see the same thing several times under different circumstances, this thing will be imprinted upon the brain in several ways. Some of these markings will cross each other, and the mind, searching for this object, will be led to it through several different channels. This is a very important point, for the study of mental action indicates that the mind does not readily, if ever, leave the paths already made. If an impression of an idea has only one path it will be more difficult for the mind to trace its way to an idea than as if there were numerous paths leading to the seat of this idea.

From these facts we can draw a very practical conclusion for use in everyday life. If you wish to remember things well you must consider that recollection is the result of the mind having access and free use of a good set of impressions on the brain. This is what makes up what we term "Experience," which is simply a large assortment of brain impressions. Good memory is a mind that has rich and sharply defined experiences to reproduce on call.

CULTIVATING ATTENTION

To make your memory images clear the faculty of Attention should be cultivated. Attention focuses the spotlight of the mind on whatever you direct it, whether it be a face or a name, a picture, an argument or an assortment

of goods in a store or a window. While the spotlight of attention is playing upon an object or a set of objects, every detail of the scene is photographed on the retina of the eye and in the brain cells that record this image. The picture thus formed will be as vivid as a film negative and ready for recall at any time.

This is really an easy faculty to acquire. It does not require much effort of mind; in fact, a certain passivity of mind is requisite. Some detectives have a way of casting their eyes about a room or a building in a dreamy kind of way that sometimes looks stupid, and of watching people in a crowd or on the street in the same manner, and forming impressions that are almost infallible. Any person can form the habit of paying attention to things that interest him or are of value to him so that he can recall such things whenever desired, with the greatest ease.

REMEMBERING NUMBERS

If you want to remember a number, listen to it when spoken, speak it, write it and look at the written figures. Form a distinct mental picture of it. Pronounce it in rhythmic form, two or three digits at a time, like 22, 57. Or speak it in the easiest verbal form, as nineteen nineteen.

Many elaborate memory systems have been devised, requiring hard and tedious study. They often weary the mind without doing any particular good. Try the simple system we have outlined. Call upon the subconscious mind for whatever you wish and make your brain impressions from this time on as clear and distinct as possible. You will find that your memory will improve and you will take a positive zest in training and using your mind and memory.

Many persons who find their memory apparently failing become alarmed and think that there is something organically wrong with their brain, indicating a loss of retentiveness. The actual cause is the loss of interest in the things around them or in ideals and ambitions. Their poorer memory is the result of failure to form vivid impressions of the things seen, heard, felt and tasted. The brain is just as good as ever and just as capable of rendering good service up to extreme old age.

Interest is a mental quality. It springs from desire. So the thing to do is to desire much, just as you did in youth. That will keep your memory young and will keep you young.

An essential thing in developing a good memory is to have good functional health. A little later on we shall take up health culture as a vital factor in personal efficiency. At this point we shall merely consider the matter of health in its relation to memory. The first step toward getting good, vigorous health is to eliminate fear and depressing thoughts and think and act along constructive lines.

You may have observed that when people get sick they are not able to recall things, and when they get better their memory comes back to them. So it is good business policy to keep well, or if you are sick to make a business of getting well just as soon as possible. The WILL can work wonders in this line. Will Power and command over yourself is an important element in memory training.

You have doubtless learned your power of command over yourself in one particular way. You have found that if you make up your mind to wake up at a certain time in the morning you will awake almost at the precise minute, no

matter at what time you went to bed. This is a form of memory; it is remembering to wake up. It shows how the unconscious or the subconscious mind obeys orders given to it. You must have been impressed by the mysterious power within you which could do this. *You can apply this method in many ways and get that same sense of power in whatever field or direction you turn your mind.*

A young woman who has studied this memory lesson got a great inspiration from this suggestion, and she writes us:

"This has brought to me a fuller realization of my power than anything I have heard or read for a long time. I have practiced this method of awakening in the morning for a number of years and if I lie down for a nap of thirty to forty-five minutes I give the command that I shall awake at a certain time. I then go to sleep and invariably wake up at almost exactly the right minute. Since this is a form of memory, I can begin to see how large a field there is for a person to apply it and the opportunity it presents for training the memory. This had not occurred to me before as a form of memory and I am certainly glad to have it presented in that light. I do not think I ever exactly understood why or how I was able to do this, but I just did it. I am sure this knowledge will be very useful to me in the future and a source of increasing power and capacity."

MEMORY METHODS FOR THE YOUNG

The teachers of India have long recognized the value of memory, attention and concentration and applied it practically to their pupils. The "Play of the Jewels," as applied to two

boys, aptly illustrates this point. The one had been taught to see things accurately, to discriminate and to remember, and the other had not. In testing the boys the teacher takes from a table drawer a handful of gem stones and throws them upon a tray. "Now, boys," he says, "when you have counted and handled and examined them so that you can remember all about them, I will cover them with this paper and you are then to write about them."

After the stones were covered up the untrained boy wrote: "There are fifteen stones, five blue ones, one big stone, one smaller and three very small ones. There is one yellow stone that I saw and one like a pipe stem. There are two red stones, and—I made the count fifteen, but two I have forgotten. No, give me time. One was ivory, little and brownish—" and he shook his head. He could not remember.

The other boy then read his test essay: "First, there are two flawed sapphires, one of two rupees and one of four rupees value, I judge. The two-rupee stone is chipped at the edge. There is one Turkestan turquoise, plain with green veins, and there are two inscribed with the name of God in gold. We have five blue stones, four flawed emeralds, but one is dulled, and there is one ruby of Burmah, one carved ivory figure and a ball of crystal." The test was perfect.

The teacher turned to the untrained boy and said: "He has you beaten; he is your master because he can remember." "That isn't fair," the boy retorted. "I don't know anything about stones and he does," and he added that if the teacher would give him something about horses or any other subject he could remember as well

as the other boy. The teacher then gathered odds and ends of things about the room, put them into a pile and repeated the tests for the boys. The result was the same. The boy who had been trained wrote out a practically perfect answer. The other boy saw only a part of the things and those imperfectly.

This shows the value of training along the lines of alertness, attention, observation and memory. That is why we have taken such pains from the very start of this course to set forth, repeat and keep hammering on these points. They are the basis of all proper education, of business and efficient work of all kinds. It is training along these lines that has developed such prodigies as the little son of Prof. Boris Sidis, who was fit to enter Harvard College at the age of 12. Many other similar cases are being reported, without putting any strain upon the boys or girls.

You can apply these points every day. For instance, you know that there is a tendency for a great many errors to appear in reports. A judge made an interesting remark the other day. He said that when people come into court those on opposite sides of a case, or even those on the same side of the case, fail to tell the same story about the simplest things that had occurred. If a certain thing happened on ship-board, he said he would not expect them to even remember which way the wind blew at the time. The difficulty is not so much with the memory as with the lack of attention and observation. You can perhaps best improve your memory by not thinking or feeling apprehensive about your memory but by taking care of how you see things and learn things.

HOW TO STUDY

A lawyer who rose to great eminence in his profession said to a friend that he found that at the end of a year he could visualize everything that he had learned during that year and practically all the details of every case. The friend asked him how he could do this and the attorney said it was a habit he had acquired in the law college. When he studied law he did it with the idea of using at some future time everything that he read. His colleagues read more than he did, but what he read he remembered.

Improving your method of reading and study is thus one of the secrets of good memory. Many people read entirely too much. They cannot digest any of it. It is what you digest and apply that does you good. Mere reading may be a mental dissipation. It is so with many people. That is why we have made our printed texts and instructions brief, so that you may digest and apply every paragraph of them.

CALLING UP LONG FORGOTTEN THINGS.

When you want to recall something which is very hard to remember, put yourself in the same situation you were in when you first heard, saw or studied. Suppose you want to recall something you learned years ago. If it is possible put yourself in the same place, with the same surroundings, which existed when you first learned it. Get yourself in the same attitude of mind you were in at the time you originally learned it. This will bring up a powerful chain of associations, which are almost certain to recall the things you wish to remember. If you cannot duplicate the place and surroundings,

owing to time and distance, make the conditions as nearly like the original situation as possible. You will generally succeed in bringing to mind what you wish to recollect.

You can make this principle and method serve you in a very practical way. Sitting at a certain desk, you can easily remember all the things connected with that department. By going into another room or even to another desk in the same room, you can take up an entirely different line of thought, work or planning without any strain or painful effort. The new associations and memories carry you through the different kinds of work almost automatically. Some men do things that are considered marvelous by this simple method. Sitting in a certain chair at a certain time of day or on a certain date will bring back names of friends or business associates, things learned long ago—even forgotten speeches and poetry—with a vividness that is almost uncanny.

TESTING YOUR MEMORY.

We are now going to give you some memory tests so you can gauge yourself in this quality.

Memory Test No. 1.—Read this list of words slowly and carefully once, then turn over the page and try to repeat them in the proper order. Then repeat them as nearly as you can backward. Write down the names as you repeat them in both cases and compare with original list and see how many you have got correct and in proper order:

world	power	sunset	Washington
sun	war	vigor	century
star	might	Lincoln	future
moon	light	great	universe
electricity	night	liberty	freedom

Figure out your percentage. There are twenty words. Each word counts for five. If you remember fifteen of the twenty words, you are 75 per cent perfect in memory. That is fair; 80 per cent is good and 90 per cent is extra good.

Memory Test No. 2.

A few days after taking this test use the more elaborate chart test shown on the opposite page.

This is a fifty-word test. In this case have someone read the words to you, slowly, one at a time. You are to answer by giving some other word, as quickly as you can, while the other person writes down the answer on the dotted line opposite. At the same time let your questioner write down the time it took you to answer—one second, two seconds, or more. If you have a stop-watch, this is easily done and the time can be written exactly to the fifth of a second. The test then becomes a measure of your alertness and is valuable as showing your mental status as explained in a previous lesson.

After your questioner has gone all through the list and written down all your answers, let him begin at the first word in the printed list, reading that again and asking you to state the answer that you originally gave,—putting a cross opposite the errors which you make. Then figure out your percentage. Do not read this list of words over in advance with the idea of memorizing certain answers, for that would defeat the object of the test. You can try this chart test on many of your friends. It forms an interesting game. Change the words where there are several present so that each one will be forced to give original answers.

HEYWOOD SYSTEM OF PERSONAL EFFICIENCY

REACTION TIME TEST

	TIME:	ANSWER		TIME:	ANSWER
hot			slow		
coat			remember		
street			fun		
blue			wild		
run			sister		
head			true		
good			laugh		
walk			clean		
you			happy		
poet			friend		
heart			stupid		
cry			blood		
child			money		
false			forget		
body			enemy		
think			long		
me			wife		
parting			hate		
love			strange		
steal			God		
bad			and		
dead			stars		
quick			last		
revenge			despite		
mother			hope		

RESUME

Response _____ Adaptability _____
 Relationship of Ideas _____ Emotion _____
 Memory _____ Date _____ 191 ____
 Name _____ Examiner _____

APPLICATION OF MEMORY RULES.

The new methods of memory training which are set forth in this course are based upon the recent psychological discovery that everything a person has ever seen, heard or felt, or knowledge acquired, has made a record on a brain cell or nerve cell and can be visualized and recalled if the proper methods be used.

A business man who has applied these new methods says: "I found it easy to visualize a word, to see it before me, to get in my mind the letters in that word, just as a moving picture is thrown upon a screen. I reasoned from this experience that I could do the same with any name, face, fact or figure that I desired to recall.

"So I began to train myself, as you direct, with the conscious wish and determination to visualize everything useful, to see things in my mind's eye. I made a deliberate and concentrated effort, which soon became a habit, and was easy to continue. I am convinced that most forgetfulness is either mental laziness or ignorance of all memory rules and principles. From not using the memory, a person's mental muscles get flabby. A man must make the conscious effort to remember, just as he would make the conscious effort to strengthen the muscles of his body by training in a gymnasium, or by other physical exercises. I am convinced that any man by practice can make his memory 90 per cent perfect."

Improving the memory thus means a strengthening of the whole personality. It gives a person a new sense of physical and mental tone. Cultivating the memory along these lines thus becomes a most exhilarating exercise instead of laborious study.

First Aids to Memory

MIND POWER BUILDING SERIES
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LECTURE VI

CARRY the big things in your head and the details in your vest pocket is an axiom of business. Men at the head of large affairs know that a mind burdened with details is not efficient. Ambitious men or women whose attention is concentrated on big things acquire a habit of mind that tends to overlook routine and detail. They need a mechanical help for the memory. This may be a pocket memorandum, a desk file, a calendar pad, an inexpensive pocket book or some other contrivance. But whatever it is, the person should adopt a systematic plan of using it and then follow it conscientiously.

The simplest form of desk tickler is the calendar pad with a leaf for every day in the year. Entries may be made ahead for any date. At the close of each day the sheet for that date should be removed and any unfinished items transferred to the next day's list, together with all other foreseen duties. Upon reaching your desk the next morning you see the day's program staring at you.

An improvement on the desk pad is the brain box or card tickler. This is an adaptation of the card index idea and does away with rewriting items on the pad. Moreover, anything can be inserted at the proper dates, visiting or business cards or memos on slips of paper. This tickler need be only an ordinary 3 by 5 card

index fitted into the upper left-hand drawer of the desk, indexed with the thirty-one days of the month and the twelve months of the year.

It matters not how trivial a task may be, there should be a tickler note of it. It may be a promise, financial obligation, appointment, or date of shipment, but in any case make a tickler memo of it. Confide to the tickler the responsibility of bringing it to your attention at the right time and then relieve your mind of it.

You will find that your memory is strengthened by these mechanical aids for the reason that you have made a distinct image on the brain every time you have made a memo of any name, date or fact.

The sooner and oftener you can apply a fact in a practical way the better you can remember it. Talk about it, write about it and do some act connected with it. Making the earliest possible use of some fact you wish to remember will stamp it the most vividly on your mind. Observe the following laws:

Law of Repetition.—Say it over and over again.

Law of Contiguity.—Relate the matter to be remembered to other things occurring at the same time.

Law of Correlation.—Endeavor to link each new thing to be remembered with an old idea of a similar nature. Bind new facts to old facts by relations of similarity, cause and effect, in whole or in part. This may be a pleasurable process. It is a natural instinctive way of remembering, just as you say, "By the way, that reminds me of such and such a thing." You are unconsciously following out the Law of Correlation. It becomes easy to cultivate memory or

any other faculty when you follow methods that are in accord with natural instincts.

Law of Comparison.—Note how the facts to be remembered compare with other facts on similar subjects already stored in the memory. This involves a judicial process and tends to develop a high order of mind.

Above all, observe the simple law of recall, "I want that name."

Sight Memory Exercise.—An effective way of training the mind to remember details about business is as follows: Look at a shop window, observing carefully every detail in it. Then walk on some distance, stop and write down all you can remember. You can develop a wonderful power of observation and memory in this way. Apply this to a counter of goods that interests you, or anything that you desire to get a knowledge of.

The next day repeat this same process. The point is to see how many more objects you see on succeeding days. This has the elements of a game, for you are keeping tab on yourself by number.

You can keep this data in the form of a score card. This may heighten the interest of this little memory game. Very soon you can remember practically everything in the window or on the counter and you will have a sense of greatly increased power of memory.

You can carry this practice still further. After remembering all the objects, train yourself to recall the colors, sizes, shapes and positions of all the objects. This will not only develop your memory but improve your color and space sense and heighten your whole perceptive process. The advantage of this method of exercise is that

it takes on the interest of the game. It is so simple that you can teach it to a child, or an associate, or subordinate who needs developing along these lines.

Tell yourself this: "Hear what you wish to hear and see what you wish to see." You can thus be oblivious to all sights and sounds that are distracting, even in the midst of noise and confusion. Your memory and power of concentration will be improved and your whole physical and mental system will acquire a new strength and tone. The use of the WILL is a great factor in developing a good memory. The recalling of any desired thing is largely the ability to COMMAND the subconscious mind to reproduce what you wish.

QUESTIONS, LECTURES V AND VI.

1. What is a simple and effective way of recalling any name, date or fact?
2. State another device for recalling a name or word.
3. Why should the physical senses be kept keen?
4. What part does attention play in the process of remembering?
5. Why should mechanical aids to memory be adopted?
6. What memory tinker memorandum system are you using?
7. What effect does a good memory have on the physical and mental system?
8. What memory exercises are you using each day?
9. What is the sight memory exercise?
10. What is your memory percentage by Tests No. 1 and No. 2?

Industrial and Vocational Efficiency

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LECTURE VII

THE previous lessons in this course have shown how the mind works, how its power can be multiplied, and how the memory and other faculties may be made to operate with greater harmony and efficiency. At this state it is appropriate to open the door upon new realms of discoveries in practical psychology, which are of vital importance to every person. These discoveries pertain to the proper selection of a vocation, and adjusting one's self to industrial efficiency or directing others in this field.

To most people the word efficiency, which is now the slogan of the business world, means high pressure work and strain. Nothing could be farther from the truth. Personal efficiency means doing a given task without friction or strain of any kind. It is accomplished by the harmonious working together of body and mind. It is generally the result of doing things in the simplest and happiest way. The most immediate effect is the gaining of dollars and cents by this smooth-working human mechanism.

Big business men all over the world are waking up to the need of a greater degree of personal efficiency in the organization of great in-

dustries from the humblest workers up to the managing staff.

How to accomplish this is the question of the hour. The solution is near at hand; in fact, is already being worked out in a very practical way by men who are associating themselves together for this purpose. This is one of the most encouraging signs of the times, an evidence that the gravest problem before the business world can and will be solved in a spirit of good will between workers and employers because an avenue of mutual profit has been found in which both can travel together. This thoroughfare might be called the "Avenue of Co-operation and Efficiency."

MAKING MEN OVER

Every business man worthy of the name has introduced efficiency systems of some sort into his office or shop work. Sometimes the results have been disappointing and he blames the "system." The chances are that the personal element has been overlooked. His employes have failed to grasp the idea and the method of it. The thing to do then is teach them personal efficiency. Impossible, you say—men cannot be made over. They can and are being made over.

More than 1,000,000 men and women are now working on improved efficiency plans in big industrial establishments in this country. They are earning 50 to 100 per cent more wages than before and are turning out two to four times the amount of work and with less physical and mental strain. This system was not forced upon employers by labor unions, but was brought about by plodding workers and thinkers

who joined hands and minds and hearts in this great movement for human betterment. If any business man does not know about these things it is time for him to find out about them. More and more progressive men in every community are studying these vital facts and putting them into practice.

WHY PERSONAL EFFICIENCY PAYS

Many employers shrink from attempting to make a study of the personal efficiency or fitness of each man for his particular task because the subject seems so big and complex. They argue to themselves that at the best they could probably save only a small per cent by this new scientific method.

They entirely underestimate the great variation in men. Careful observations have shown that a first-class man in any trade or vocation does from two to four times as much work as an average man in his class or trade. That is why it pays to employ only first-class men. It means the difference between success or failure in a business.

With this enormous variation in men it is possible, by having only first-class men, to pay high wages and yet have a low cost of labor. The difference in the output of first-class and average men is realized as little by the workmen as by employers.

It is also true that high-grade men are not only willing but anxious to work at their maximum capacity if they can get about 30 to 50 per cent more wages than the average man in his trade earns. Nor does such work tend to break down men by excessive speeding, for it has been found that they rise to a higher level of

mental and bodily activity and thrive on it. In other words, they undergo a distinct evolution and rise to a higher state of manhood.

EFFICIENCY IS A NEW SCIENCE

Personal efficiency has been developed and applied to such an extent in many departments of industry that it has risen to the dignity of a new science. It bids fair to play as astonishing a part in human affairs during the twentieth century as machinery did in the nineteenth century.

An instance of its use among the lowest class of workers illustrates its possibilities. The pig iron handlers at the Bethlehem steel works a few years ago were loading iron on cars at the rate of $12\frac{1}{2}$ tons a day and getting less than \$2 a day. Under the new scientific system of rest periods these men were taught to load 48 tons a day and were paid 60 per cent more. This 60 per cent increase in wages was voluntary on the part of the management and was one of the most profitable innovations ever adopted by that company.

In a ball bearing factory in Massachusetts a scientific system was adopted with the result of getting thirty-five girls to do the work formerly done by 120 in sorting metal bearings. The hours were reduced from $10\frac{1}{2}$ to $8\frac{1}{2}$ and the wages of the girls increased from \$4.50 to \$9 a week, while the cost to the manufacturers was reduced and the output improved.

These examples show that the earning power of American men and women is only just beginning to be realized, when their energies are properly directed. Besides the financial benefits to both sides it has changed the attitude of the employe from shirking and antagonism to help-

ful, happy co-operation with the employer. Carried to its logical goal, it means the peaceful solution of all labor problems and an unbounded field for American enterprise.

THE PSYCHOLOGY OF EFFICIENCY

This is why the psychology of efficiency has been invoked to help this great human need. Although it is a new field, the results in the last few years have been surprising. One of the most notable advances has been made in the selection of new and economical ways of working. The scientific selection of employes is a matter of special moment, owing to the workmen's compensation laws, which are being enacted in many states. As an employer is absolutely liable for any personal injuries that an employe may receive, even as a result of the employe's carelessness, it becomes of great interest to the employer to use every possible aid that science can afford to find out the inattentive and unfit. Casualty insurance companies are particularly interested in this subject.

Great improvements have been made in the mechanical arrangements of factories, stores, railroads and other industries, but managers are only just beginning to take into consideration the scientific selection and assignment of employes. The bodily movements of bricklayers, coal heavers and other workers have been studied with moving picture machines so as to find out just where a motion could be saved in various forms of manual labor. New forms of tools and appliances have been devised. New ways have been suggested of handling men with a view to developing the workingman's initiative. They are now considering the innate fit-

ness or unfitness of the workers for the labor in which they are engaged.

The psychological research department of Harvard University a few years ago addressed letters to about a thousand employers of labor in the United States asking them what attention they were giving to the innate mental fitness of their employes for their work. The university director emphasized the fact that he was not referring to such more or less moral qualities as temperance or intemperance, industry or laziness, honesty or dishonesty, and so forth, but that he had in mind such strictly mental elements as power of attention, memory, imagination, space-sense, time-sense, judgment, and so on. The replies indicated that nobody had ever given much thought to the matter before. They were all hiring men and women and putting them to work on different tasks promiscuously. But employers were quick to perceive what vast economies could be made if practical means could be devised for determining the mental fitness of the worker in advance.

ADAPTATION TO VOCATION

It has been abundantly proven that tests devised in the psychological laboratory can be made to furnish a clew to the adaptability of the individual for any kind of employment. Such tests are based upon the fact that we can measure and compare the speed with which the minds of different people act in performing any act.

The United States Army now uses a very elaborate set of psychological tests in selecting men for the aviation service. In this way they are able to learn whether a man has the innate qualities that fit him for a flyer before the gov-

ernment goes to the expense of a long training only to find that the recruit was a hopeless failure in that branch of the service. This was one of the big discoveries of the recent war.

One of the chief reasons for the amazing efficiency of our army of civilian soldiers was the fact that psychological methods were used in sorting out and assigning the men to the kinds of service for which they were best fitted. This was something new in military procedure. One instance will illustrate the utility of this principle.

A big muscular six-foot volunteer, full of energy and courage, was first put into the infantry and drilled in trench digging. But the record card which was made of him showed that he had had experience in a chemical research laboratory. He was withdrawn from trench work and set to work as a supervisor in a munition factory making gas shells, where he did the kind of work that was equivalent to an army of 10,000 or perhaps 100,000 men in trench work.

Innumerable examples of this kind have demonstrated to the industrial world the necessity of using scientific methods in selecting and assigning men and women to proper vocations.

The first lesson in this course showed that compared with the velocity of light and sound and other physical agencies, the mind is a slow moving mechanism. Any person's simplest mental processes can be accurately timed in tenths of a second, while a really intellectual operation takes from one second to several seconds. In the light of the psychological laws already set forth we now ask you:

Does your mind work effectively in your social and practical activities? Are you in the right line of work or business? If not you had

better shape your course toward a desired end. How fast does your assistant's mind operate? Your chauffeur's or your secretary's? Are they up to the standard of those engaged in similar work?

SCIENTIFIC SELECTION OF EMPLOYES

One of the first instances of the practical use of scientific selection of employes was in the bicycle ball-bearing factory in Massachusetts, already alluded to. In this instance a practical psychologist went into this establishment and found 120 girls engaged in going over the little steel balls for defects. Each girl would lay a row of these little balls on the back of her hand in the line between the second and third fingers and then with a pointed magnet would pick out those that showed breaks in the surface or other flaws.

The psychologist analyzed this work and found that it required sharp eyesight, a concentrated type of attention and quick-acting muscles. He then tested a number of girls and selected those that possessed these qualities in highest degree. The result, as stated before, is that thirty-five girls are now doing the work that formerly required 120. Their hours have been reduced, their pay has been more than doubled and yet the factory has made a very large saving.

Practically all of the girls dismissed from this work were at once put to work in the same plant at some other kind of work for which they were better fitted and at which they could earn more money with vastly greater comfort, health and satisfaction in their work.

These great results in the saving of time, labor and overhead costs are based on three principles:

1. Time efficiency.
2. Arrangement of tools and materials.
3. Adjustment of the man to the job.

The time element is the first to consider and in solving this problem in most cases you will have worked out the other two principles. Time study is a comparatively simple matter by using the chart method. You begin by scheduling a day's work either for yourself or someone else.

DAY'S ACTIVITIES CHART

Suppose you take your own job as an executive, which is the most complex of all. Rule a chart something like the following, only divided into quarter hours instead of hours and see whether you are utilizing your time to the best advantage.

As the day's work progresses check up on this chart the time devoted to the various activities and see whether there has been any waste or unprofitable time. If you check up fairly well your chart will be marked about like the following one. Put down efficiency percentage in last column. Readjust the day's plan and the time devoted to each activity till you finally get it down to the arrangement that works out best, and the percentage figures out highest.

We will next take a simple work chart. Apply this to any task, whether it be a shoveling job or in the shipping department or manufacturing, or household work.

DAY'S ACTIVITIES CHART.

Hours.....	8-9	9-10	10-11	11-12	12-1	1-2	2-3	3-4	4-5	
Nature of Work:										[%]
Dictation.....	[P]	[]	[]	[]	[]	[]	[]	[]	[]	[90]
Inspection.....	[]	[F]	[]	[]	[]	[]	[]	[]	[]	[75]
Giving Orders.....	[]	[]	[P]	[]	[]	[]	[]	[]	[]	[80]
Conferences.....	[]	[]	[]	[X]	[]	[]	[]	[]	[]	[50]
Luncheon.....	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
Promotion.....	[]	[]	[]	[]	[]	[]	[P]	[]	[]	[80]
Interviews.....	[]	[]	[]	[]	[]	[]	[P]	[]	[]	[90]
Planning.....	[]	[]	[]	[]	[]	[]	[]	[F]	[]	[70]
Closing Details.....	[]	[]	[]	[]	[]	[]	[]	[]	[P]	[95]
Average.....										[78]

[P] Stands for profitable use of time; [F] for fair; [X] unsatisfactory.

WORK CHART

The first two time columns show the scheduled time for starting and finishing a job, and the last two columns show when it actually was finished. You can then calculate the percentage of efficiency in right hand column. There is usually a wide variation at first between the estimated time and the actual time used. But in repeated tests you finally arrive at a standard, after making due allowance for human and machine delays.

Nearly every business establishment has some kind of time charts. These can be used as they are or slightly changed to make a study of any new operations. A woman can apply the same principle in the home. The principle applies equally well to making pies or building a ship. It is simply a method of analyzing and visualizing an operation and then working it out practically.

Principle 2. Arrangement of Tools and Materials.—This is as important as the time element. The proper arrangement of things in advance is the key to time saving. A good workman may not work as fast as a beginner or the careless man. But he arranges all his tools and materials so there is no lost time or effort, and he does two to four times as much work without fatigue. He uses his left hand to help his right hand, and he saves every possible step and every useless motion of the body.

These processes have been called scientific management, but that makes it seem very difficult and complex. The better way to think of it is the art of simplifying things and that makes it seem easy.

WORK CHART.

Date.....19.....				Efficiency
Task	When to Start	When to Finish	Begun	%
.....
.....
.....
.....
.....
.....

People who have never stopped to think or study out things in this way have no idea the amount of time and effort that can be saved. Once a person begins to chart and check up the time on work, he finds wonderful possibilities in time saving.

For instance the head of a hardware department of a big store began to investigate the various operations in his section. He found that a stove assembling job had been taking six minutes, but by observing principles 1 and 2, time efficiency and arrangement of tools and materials, the job was done more easily in 4 minutes—or a 50 per cent saving. The manager then turned his attention to uncrating a certain class of goods. This job had been taking 49 seconds—but the applying of principles 1 and 2 reduced the time to 8 seconds, a saving of 600 per cent.

Another manager of a big store took hold of one of the smaller departments which was mostly manual labor and checking up. By these principles he cut down the working force from six men to two, and placed the other four men at work where they could earn more money for themselves and be more profitable to the firm. Another operation that young girls performed he reduced from 2 minutes and 35 seconds, to 25 seconds. This job was simplified chiefly by arrangement of materials and some very cheap equipment.

These examples show how easy it is to work great savings of time and labor if some person in a concern will just begin to study one operation after another. The idea becomes contagious and soon one person after another takes it up. They like it because it becomes an inter-

esting game, and there is the pleasure of discovering some new process.

Progressive employers give recognition to employes who do these things. But the idea and example has to start usually with the higher ups.

Principle 3. The Human Element, Adjusting the Man to the Job.—This is the most complex part of the executive's work. But this too can be worked out comparatively easily and simply. Some of the best results in testing persons for mental alertness have been performed with an ordinary stop watch, as was described in detail in a previous lesson. But many different kinds of devices have been invented for measuring the fitness of employes in different lines of work. Such tests furnish an almost infallible means for detecting the unfit in time to avoid hiring them instead of after a long and costly experiment in actual service.

In cotton mills there are certain operatives who are called upon to look after the operations of a number of looms at the same time. To succeed at such work they must have an expanded type of attention, the sort of mind that sees many things at once, but none in such detail or with such clear minuteness as is necessary to the girl in the bicycle ball-bearing factory.

Every well-equipped psychological laboratory has an instrument called a tachistoscope by which it is possible in a few moments to test a person as to the possession of this sort of expanded vigilance. Every vocation can be analyzed and the elements for success scientifically catalogued. Scientific methods can be devised and applied for showing the person's

fitness for the work. One of the most interesting features of this work is the extreme simplicity of the devices required to measure the speed of the mind in action. A device for testing the alertness and capacity for quick thought and action of men in dangerous occupations is called a psychometer and is so simple that any intelligent person with a little training and practice can operate it. The tachistoscope is just a machine with an opening like a camera shutter for giving accurately timed glimpses of objects behind it. The actual measuring of the mind is as easy as the timing of an automobile or a horse on a racetrack.

Many employers are now using application blanks for new employes that are really carefully studied out psychological tests to determine the applicant's fitness for that particular job.

It is coming to be generally recognized by employers, teachers and people generally that all the senses, particularly sight and hearing, should be tested from time to time, in the cases of persons employed in delicate or difficult work requiring accuracy in the use of those senses. Simple instruments can be obtained for this purpose.

SELECTION OF A VOCATION

With the analysis we have made of qualities required in various vocations, a proper question for you to ask yourself is, "Am I in the right vocation, or what is the right vocation for my son or daughter?" The first thing to be considered is, what do you or they desire to do or to be? Desire is the keynote to successful at-

tainment. Determine upon the object that you most ardently desire, the thing that you naturally yearn for and dream about. No great success can be attained in any line until a person has formed a passionate and all absorbing desire for something. It may be money or professional eminence or achievement and distinction in some other line.

When you are sure of your one great fixed desire, the thing to do is to adopt a course of incessant activity leading toward that end. Apply all the rules for self testing and self analysis which have been given thus far in this course. Still other methods will be outlined in the following lessons. Your speed of thought, your range of attention, the quality of your physical senses, your knowledge of special subjects, all these will have a bearing in determining your proper niche in life, and your adaptation to some vocation that is in the line of your ambition.

We have taken pains in this lesson to give a ground work in practical efficiency and scientific management subjects because it is along this line that great progress is now being made and is going to be made in the future. These are subjects that the mass of people know nothing about. A knowledge of them puts you in touch with the advanced thought and methods of the day. We are on the eve of great developments along these lines. Perhaps you can originate some methods that will revolutionize the field of activity in which you are engaged. For the time is ripe for the harnessing of the human faculties in ways of usefulness never dreamed of before.

Building a Double Brain

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LECTURE VIII

WE HAVE already outlined a method of desk arrangement, and "aid to memory," tickler, which are designed to increase any person's capacity 100 per cent. The man or woman who follows such a system really has a double brain. It is doubtful if even two brains, without the aid of the tickler and desk system, could handle the same volume of details and planning ahead.

The tickler habit will give you a quick start when combined with the other memory rules which we have given. These habits, well fixed, together with consulting the tickler faithfully every morning for the program of the day, will give you a memory good enough to fit any position, even up to the presidency of a corporation.

For the outside man the loose-leaf memorandum book may be used to advantage to suit individual needs. One method is to date ten to twenty pages ahead and make notes of things to be done on those dates.

Two little things, the note book and tickler, moreover, can be made the means of caring for much more than mere routine details. Another use for them is to collect ideas, impressions and thoughts. An alert person is constantly picking up suggestions, hints and schemes that can be used at some future time. They come in the

day's mail, in conversation, in newspapers and magazines and in speeches. Most people say: "That's interesting," or "A good idea; I'll use it some time," and then forget about it. Don't allow yourself to forget. Catch the bright idea on the fly and make a brief note of it. At the first lull in your work, elaborate the note and file it some days ahead in the card tickler. If you can't use it then, file it ahead thirty days. Keep pushing it forward till the right time to use it arrives. Some day it will occur to you how you can use that idea and your memo system will deserve the credit for it.

Sometimes a man receives an idea that thrills him, but he cannot see just how he can make practical application of it—the ordinary man lets it pass out of his existence, but the extraordinary man cherishes that idea, holds on to it till in the course of time it comes to him in a flash how he can apply it and it may make him a fortune or be the crowning of his career.

FORM HABIT OF THINKING AHEAD

An index covering a year ahead is a simple device, but its psychological effect is very great. It is a constant suggestion for you to think ahead in terms of months instead of days. The principal difference between large businesses and small stores is that in big enterprises men plan a long way ahead; in small business, they think mostly from week to week. You don't need to have an office at all in order to form the habit of thinking ahead on the larger scale. You can get a pocket diary and carry your plans for a year ahead. But don't make it a record of petty things done from day to day in the old-fashioned way. Use it as a series of pegs for

hanging up ideas and plans to be acted upon at certain definite times in the future.

In addition to notes, there will be letters, papers and clippings that your memo book or card file cannot take care of. These should be put in the deep drawer file in your desk or in some convenient place in your home. You can thus have all this matter arranged in a follow-up system covering an entire year, including correspondence about future work, plans, selling, credits and obligations. You have the assurance that everything will come to your attention on the proper dates.

As an executive, your time will be saved and your range of capacity vastly increased by this method. As a secretary or department manager, you will be able to render assistance to those above you that will make you invaluable. This system can be made the foundation for constant growth and ever enlarging powers.

In this way, employes have secured rapid advancement, big businesses have been built, great stories written and orations prepared. When the right time comes, you can gather up these ideas and facts and put them together like a child builds a house of blocks, and it will be just play for you. That is the way most big things are done. You need only have the nucleus of your big plan in mind, and know where you can put your hands on the ideas and details required for carrying it out.

As a quickener of thought and action it is a good thing to have a watch or miniature clock on your desk. It acts as a sort of pacemaker. You have learned the value of seconds and fractions of seconds in the psychological tests you have had. This should make you value the minutes all the more. This will stop much

waste of time—for there is nothing that is wasted so much as time. Keep track of the minutes. Fix a time schedule for all your work and keep up to it. Don't let anybody break in on you and waste your time needlessly. You have systematized your work and your desk or shop. Now systematize your time.

QUESTIONS, LECTURES VII AND VIII

1. What is the new idea and definition of personal efficiency?

2. How much more work does a first-class man or woman do than the average person in any trade or vocation?

3. What examples can you quote to show reduction of hours and increase of wages as result of personal efficiency applied in factories?

4. What personal or business problems have you worked out by applying the three essential principles of efficiency?

5. How will the application of these principles and methods tend to bring about a better mental attitude between employers and employees?

6. What psychological tests given in this course have you found of the most practical use to you?

7. What is an essential quality to determine selection of vocation?

8. What are the first steps to take toward a chosen vocation?

9. What process of analysis should be applied to yourself or to other persons as a test of fitness for a vocation?

10. How are you applying the system outlined in this lesson for collecting facts and ideas and making future use of them?

Concentration and Creative Imagination

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LECTURE IX

THE preceding lessons have explained the laws of Mind Power Building and personal and business efficiency so that anyone who has followed this course carefully, should now be able to apply these principles with ease and understanding. The most effective way that the mind can be used toward any desired end is by means of Concentration and Creative and Constructive Imagination. This is the age of thoroughness and of the specialist who has concentrated upon one line of thought and action. The essence of specialization is the acquiring of a complete understanding of one subject, which can be attained only by concentration.

The new type of individuals that are now being evolved, the superior man and superior woman are simply the embodiment of these traits, thoroughness and concentration. Concentration does not imply the making of a constant and wearisome effort for sustained thought and action on some one subject. Your knowledge of your mental and physical mechanism now enables you to understand this fact:

If you simply form an idea of a definite object you wish to accomplish, you will be

driven toward that object, through the force of your subconscious energies, until you gain your end.

PRACTICAL VALUE OF IMAGINATION

With all the mental devices that may be given to a man he will not attain any great things unless he cultivates a creative, constructive imagination. It is the faculty of being able to see possibilities of profit in new lines of endeavor that has been the basis of nearly all large fortunes. There is a class of people who think that wealth is gotten only by robbing others, double dealing and chicanery, and that is true of some individuals. But the general quest for wealth is now on higher lines.

A revolution is being wrought in some industry every day. Some man is making a fortune every day out of a new idea. The secret of these successes lies in creative thought. Everything new arises from mind in action. First there must be thought. Out of this thought comes an idea. Such an idea held in consciousness tends to create the means for its materialization or fulfillment.

This form of thought is the highest that can be conceived of. Yet it is something that any man or woman can cultivate. Creative thought is not supernatural. It follows natural laws. The first essential is to keep your mind filled with thoughts directed toward some end that you desire. To be in the frame of mind to induce creative thought, think of health, wealth and other things which raise your consciousness out of the plane of disease, poverty and the distressing things of life. You

will be surprised how easily you can originate ideas if you adopt this mental attitude. A certain process of reasoning will help you as follows:

ORIGINATING AN IDEA

The mind tends to bring about the realization of images that are held in the mind.

Your attention directed toward a certain desired object will involuntarily bring into your mind other related things necessary to its accomplishment.

Concentrated thinking will summon all your subconscious faculties into action to work out a constructive idea. The completed idea will often come in a flash of inspiration,—that is, fully constructed from your subconscious mind.

You can thus deliberately set about the creation of an idea, the same as you would plan the building of a house. With the idea created, it is then only a matter of routine work to carry it on to a realization. This is the way that practically all great enterprises have their inception. The man or woman who can follow out this process becomes one of those who do things in the world. He or she will then rise above the ranks.

Suppose you decide to make an invention to extend the use of the wireless telephone. From that time on you will find that all your faculties become keen to select anything that you see, hear or feel that will contribute towards your invention. Upon that subject you concentrate your attention.

Every fact and passing circumstance that pertains to etheric radiations, every paragraph

you see in the newspapers or current literature, cling to your mind like iron filings attracted to a magnet. All impressions that are irrelevant to your purpose henceforth are sidetracked into your subconscious storehouse and pass into the realm of forgetfulness. There they will lie till summoned into consciousness by some future need or emergency.

THE PSYCHOLOGICAL MOMENT

You will find, moreover, that ideas and facts in your past experience whose value you did not recognize before, will constantly bubble up into your consciousness, and fit into your new scheme of thought. You will have flashes of inspiration and solve problems automatically that have previously defied all your laborious efforts. This is when your deeper, subconscious mind has been drawn into service and made to serve you in the highest degree. It was this attitude of mind that the poet conceived of when he pictured the sculptor patiently at work:

Waiting the time when at God's command,
His life dream passes o'er him.

Who has not at times been impressed with a mysterious feeling of having all the knowledge and all the power necessary to do a great thing and the road before us clear and ready for its accomplishment? This is a psychological moment. If the inspiration is followed up by vigorous action you are then started on the way toward great achievement. The knowledge to do this thing had been in your brain

archives all the time, but had lain dormant because no demand had been made upon it.

MOTIVE POWER OF IDEAS

We now are going to dip down into your deeper, subconscious mind again and disclose two other great psychological laws. They are as follows:

(1) The subconscious mind is the great energizer of ideas, and (2) every idea has an impelling power.

The subconscious mind is where emotion is linked to latent mental impressions, putting into them the breath of life, or as the psychologist would say, giving ideas emotional energy. If you wish to start yourself on a new line of action you can do so by sending a message down to your subconscious mind and getting it to set all your physical and mental faculties at work in that direction.

You can extract from its musty pigeonhole in the brain a dormant idea, set it into action and make it change and glorify your whole career. To do this it is simply necessary for you to bring the dormant idea up out of the subconscious into the sunlight of consciousness. Think it over, enthuse over it, revel in it till it has become blended with your emotions. From that time on it becomes a potent force in your life.

Then instead of having to be summoned by you through conscious effort, it will come to your assistance automatically, buoy you up and carry you along towards the fulfillment of your desire and the object for which you first conceived it in your mind.

FINDING THE KEY TO YOUR LOST COMBINATIONS

A vast wealth of facts is stored in the treasure vaults of every person's mind, as we have already explained, but there are certain inner compartments to which you have lost the combination.

It is an important day in one's life when he begins to discover himself, when he finds the key to these lost combinations of his subconscious self. But before your subconscious mind will begin to work for you, you must form a conscious idea of what you want to do or what you want to possess.

DYNAMIC POWER OF DESIRE

We want you to get a new idea of the word Desire. It is a common old word and was formerly not held in very high favor by moralists. In fact it was supposed that to be good and great we must stifle most of our desires. But psychologists in seeking the springs of human endeavor traced back every course of action to a special desire. They discovered that Desire is the most dynamic word in our language. It is the gasoline of endeavor. Feed your physical and mental engine with desire and it will go any distance and overcome any obstacles.

It is a rich world we live in and every person is entitled to everything that he or she can earn by honest effort, by the exercise of unusual talents, or the utilizing of all his physical and psychic powers. If you want to quicken any of your faculties or liven up another person, harness up some idea with the

lure of a desire. Then the spotlight of your mind will be turned upon it, all your subconscious faculties, all your past experiences will rush into action, and you will be stirred with a fervor like the ambition of youth.

NEED OF CONCENTRATION

Having formed a great Desire it is necessary that you adopt concentration toward that end. The practice of concentration has been thought so difficult as to deter many from attempting it. Formerly concentration was considered a secret art connected with the miraculous and was shrouded in mystery and occultism. Modern psychology has torn the mask off of mysticisms. Concentration has been analyzed, and found to be easily understood and applied. Exercises and methods for concentration have two elements. One of these is to arouse the interest of the subject. Then, having focused the attention, direct the mind towards belief that a hope or object can be realized.

This is really the essence of prayer in all religions. It is what has worked such wonders in the past that many times they have been called miracles. It is undoubtedly the most powerful mental agency known to man, as well as a spiritual agency. Its spiritual side has been made the basis of religious worship. But it will not interfere with a person's religious devotion to invoke its aid in material affairs. This use of it is essentially a mental device, but one that calls for the exercise of the most exalted faculties.

There is a distinct advantage in knowing the underlying truth of this mental process.

You know the principles with which you have to deal. They are demonstrable truths of modern science, as well as the foundation stones of religion. Here is where science, practical affairs and religion meet on a common basis.

USING YOUR DYNAMIC POWER

There is a power greater than your conscious efforts. It is the stream of consciousness flowing up from your subconscious mind. It is a seething torrent of activity in which your strongest mental, emotional and physical forces are blended. It comes from the same source that causes your heart to beat with unceasing rhythm, that carries on the whole mighty mechanism of your body.

A good illustration of this up-bubbling stream of activity from the subconscious depths, is the Giant Spring of Montana. If you go a few miles out on the plains from the city of Great Falls you will suddenly come upon a big pool of water. It is crystal clear and boils up in hundreds of points. It is like a violently agitated tea kettle over a hot fire—, yet the water is cold. The water is pushed up from below by some mighty unseen hydraulic power. The spring flows away, a turbulent mighty stream to the Missouri River. The Indians thought that the Great Spirit caused these waters to boil. Of course we know it is a natural artesian well. But in its mysterious subterranean power it is like the hidden force of your subconscious mind.

It is no effort for a healthy person to merely live. Neither should it be an effort for you to keep moving toward a great object. All

you have to do is to set your mental helm. The rest should be automatic. Your sails will then naturally catch every favoring wind of circumstance, and your own physical dynamo within should drive you on to your port.

We have called this well spring from the inner self, a stream of consciousness. But it is something more. It is consciousness with a Will. It can flow uphill if necessary, rising and overflowing all barriers. It is a consciousness that is imbued with all-seeing vigilance and will work unceasingly day and night to preserve you, to fight your battles and carry you on toward practical success. It is the least expensive agency you can invoke, for it asks no compensation but your approval and is willing to continue its service till the end of life.

Make a daily practice of thinking of your object as a beloved ideal. This will not only carry you forward toward it, but will have the effect of establishing certain inhibitory faculties, to keep you from useless activities. Anything that does not contribute toward your main object will be unconsciously eliminated from your life. This does not mean that music, the drama, literature, religion, and healthful sports will be denied you. These are all essential to development, and in fact will contribute toward any worthy object. But you will involuntarily refrain from cheap, characterless pleasures, that militate against your main object. You will stop wasting your time, effort and emotions on irrelevant things. You will save from an hour of anger sufficient energy to carry you through a successful day's work.

The cherishing of your ideal will soon become a habit. Instead of being an effort it

will be an inspiration that will strengthen and exhilarate. This habit will build up a mental machine that will operate of its own volition, a well oiled mechanism that will work without friction, effort or even conscious thought on your part. A habit thus formed and operating constitutes the very essence of concentration and efficiency.

GETTING THE CONFIDENT LOOK

This plan of life will not make you an emotionless creature. On the contrary concentration, by giving you greater devotion to a cause arouses in you a new absorbing passion. Under its influence, the trivial things of life will have no effect upon you. You will lose the fretful jaded look that so many men and women carry around with them. Your natural unaffected expression of face will be that of the confident, successful, triumphant man or woman. It is an expression of inward power and poise that draws people to you and inspires confidence in you, both from inferiors and superiors.

The form of concentration we have described begets faith, perfect self-confidence, and unshaken resolve. It leads to self realization in the highest degree. With such a mental attitude you cannot avoid focusing all your activities toward a desired end.

By a natural psychological law only such physical impulses will be released in action as are associated with the trend of your thought and desire.

So without conscious effort you will instinctively act in the right way as opportunities arise. This is the key to success.

The concentrated mind influences others. There is so much vacillation, indecision and lack of purpose among people in general, that a man who has a positive purpose bends negative minds to his will. Influencing others is one of the highest forms of human activity. It is also the cardinal principle in money making and great achievements.

INFLUENCING OTHERS

The man or woman whom you wish to influence is a problem to be solved. He or she has moods, interests, tastes and habits. He has affections, hatreds, prejudices and resistances, a few fixed ideas, and many associations of ideas. He, like you is an animated consciousness, a being of impulses.

If you can but press the button, that releases the right impulse, you can make him do the thing you desire, if it be morally right. The easy way is to avoid the subjects that arouse his antagonism, and fill his mind with pleasant images. His consciousness, like a child's, is incessantly busy grasping for new impressions. If you can present a series of subjects or images to his mind's eye in the exact rhythm in which his mental activity moves, you can gain complete possession of his consciousness. In this way you will be able to concentrate his attention upon you and your demand.

You have then only to ask him to do the thing you wish, and his natural instinct will be to comply. This is the basis of all effective educational work. This is also the underlying principle of salesmanship, of the orator's art and the lawyer's plea.

Children have this faculty as a natural instinct. They talk to a parent about the thing that they desire, ask for it and generally get it. But strangely enough as people grow older they usually lose this art. Conventionalities make them conceal their thoughts and desires and their demands upon others. But this lost art is one that must be rediscovered. The great strong men and women are the ones that go through life holding on to their faith in others, asking for the things they want, and they usually get them.

Bear in mind that in influencing others, your measure of success will lie in your ability to concentrate their attention on your demands. You can do this only by concentrating your own attention upon some subject or object. You will thus control your own words and actions and be able to set up an inductive train of thought force that will have a dominating effect on others. You will succeed if your demands be right. The normal person revolts against what is morally wrong.

Concentration is an art, but it is not difficult if you understand the law governing it. That law is Desire. If you wish a certain thing deeply enough, you will involuntarily bring all your latent energies to work toward its attainment. A great physician once laid down a hard regime for a patient to follow to regain health.

"Do this," he said, "and all the pleasures of life will be yours." The effect was electrifying. It was no effort thereafter for the patient to diet and exercise. "All the pleasures of life," acted like the most marvelous stimulant. Who would not be thrilled by a lure like that?

An old-fashioned theologian might condemn such a promise, with its worldly suggestion. But the physician was after a certain result and so he appealed to the deepest instinct in human nature,—the desire for pleasure, and he won. The patient was restored to health and he then saw that the greatest “pleasures in life” were health and right living. The physician’s object was to get his patient to concentrate on a desire to attain health, instead of wandering in a maze of gloomy hopeless thoughts, and gratifying of passion.

Being sure that you now see the logical need for concentration, we will append the following seven rules for the daily and systematic practice of concentration.

SUMMARY OF RULES FOR CONCENTRATION

- 1. Make up your mind on one definite object you wish to possess or accomplish.**
- 2. Form a clear mental image of the object you desire, and picture yourself as already possessing it.**
- 3. Cherish this in your mind till it is associated with pleasing emotions and a roseate setting.**
- 4. Think of ways and means of accomplishing it and have perfect faith in its realization.**
- 5. Saturate your mind with all the knowledge you can get pertaining to the desired object. Tabulate and chart it in words and diagrams.**
- 6. Summon all your powers of mind and body to its attainment.**
- 7. Give free rein to all outward activities that lead toward your desire.**

These are concentrative processes which will develop Mind Power and lead to Success. Practice the mental processes at night when retiring, for a few moments. Go to sleep with the comforting faith that you are one day nearer your heart's ambition. This pleasing thought carried into sleep will give you refreshment and you will awake with the buoyancy of youth, fitted to take up the quest of your object with renewed zest.

On awaking call the cherished image to your mind for a few moments. At these times there need be no hard thinking and planning, but merely joyous anticipation. Leave the actual work connected with your object, to the regular hours of the business day. The mental pursuit of your object must be a pleasure. The mind needs this pleasurable element in order to recreate your faculties and keep your efficiency up to the highest point.

The laws and rules which we have stated are as well proven as the laws of electricity and mechanics. It is absolutely certain that success will crown your efforts if you will follow these laws conscientiously and continuously. If followed in this way, you will enjoy the pursuit of your object as much as its realization. All the pathway of life will be brightened from the moment you first really grasp these principles and begin to apply them.

THE SUPERIOR MEN AND WOMEN: TYPES NOW DEVELOPING

Mankind has risen to the present plane by the fact that man can create what he wants

to create. Human progress is not going to halt now. The same forces are at work now as in the past, and will carry men to greater achievements than in the past. The past century witnessed great mechanical inventions, and the spreading of industries over vast stretches of new territory. The present century is being marked by the revelations of mind power, in the building up of great human organizations and the bringing to the front of individuals who can plan such stupendous systems. These leaders are men and women of concentration and creative imagination. By the mastery of their mind power they easily keep their leadership. These are the superior men and women.

What they do others can do. Nothing is insuperable to those who will look up, desire largely and make the best possible use of their minds. Like most great things, this method, too, is simple when once understood. The psychological laws which we have stated are easily understood and if conformed with, open the way to all worthy achievement. The new types of humanity are developing along these lines. They foreshadow what the men and women of the future will be.

Success in a reasonable degree can be attained by any normal person by conforming to certain rules and laws. To understand these laws does not require any unusual powers. They can be learned by the average man or woman and applied as easily as the rules for playing the game of whist, baseball or billiards. It then becomes simply a matter of practice and application. Following are ten laws of Success:

LAWS OF SUCCESS

1. Your success will be in direct proportion to the degree you are able to inspire and direct others. One-man success is limited.

2. Make organization and co-operation the key-notes of your life plan.

3. Order and system are the bases of efficiency and the foundation of any successful business.

4. Make time and motion studies of every operation in order to save time, money and useless effort.

5. Have a time schedule and keep up to it throughout the day.

6. Develop a good memory, the power of accurate observation and a wide range of attention. These qualities make a superintendent or executive.

7. Pleasure taken in doing work doubles or quadruples the output in office, shop or home.

8. Moderate profit and rapid turnover are what build up big business.

9. Form a habit of getting command of yourself every morning and keeping command of yourself all through the day.

10. Find the simple and happy way of doing everything. Practice smiling as a business asset.

In the following lessons we shall state other fundamental laws and methods to insure bodily health and well being and mental powers to attain any material things that a man or woman can reasonably desire, through the power of mind, and the use of right methods and principles.

Thinking Ahead

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LECTURE X

YOU now know how an ordinary card "tickler" can be made an appointment calendar and a reference index for important matters. You can carry its use still further and make it your automatic private secretary.

If you are a manager and have occasion to say: "I want that order filled by the 15th," who is there to remind you if the order is not filled? Your card index should do it. Place a note of your order under date of the 15th, and if it is not filled on that morning, your note of it is right at hand. You will soon be known as a person who never overlooks anything.

If you are a salesman or correspondent, a secretary, an organizer, a professional man or a promoter and have to deal with many people, it is well to have a separate card index for dealing with persons and subjects.

If you are a salesman, this method is almost indispensable in putting down a customer's peculiarities. If a certain man likes golf, you can always score a hit on your approach by some allusion to his favorite sport.

When you are going out to see a number of customers, take their cards out of the file, put them in your pocketbook and consult each man's card before calling on him. After the interview, make notes of any new points in his character. If people begin to wonder about

your knowledge of human nature, you can merely "look wise" or take them into a corner and whisper the secret of your wonderful memory.

A good plan, if you are a salesman, correspondent or writer, is to have a subject card index also, perhaps in the same drawer with the personal index. On these subject cards you can jot down answers to objections: "Can't afford it"; "Price too high"; "Will buy later," etc. Every new point that is gleaned on any of these and other subjects should be noted. This keeps a person's stock of ideas and arguments always fresh and up to the minute. You are fortified at every turn and can soon be a top-notcher in your line.

HOW TO BECOME THE MAN OF THE HOUR

If you are called upon to write an article make a speech or train men and women, you can pull out your subject cards at any time and have a whole bunch of telling points to set forth without any effort whatever. You are prepared for any contingency, and you know what this means in the business or social world. You become the man or woman of the hour or the minute.

If you are offered a position higher up or if you are called away from the office or need to take a trip on the road, you can turn your system over to an assistant, and your department can be carried on with perfect ease. When it is learned by the higher-ups that you have this faculty of systematizing things, there will always be better positions for you, and you will soon be one of the higher-ups yourself. You will then know how to systematize any business and train others in these methods.

FORMING HABIT OF CONSTRUCTIVE THINKING

In the lesson just before this, the underlying principles of concentration and creative imagination have been fully explained. We will now suggest a method of using these two qualities in a very practical way—a way great achievers have used in building fortunes.

Take fifteen minutes each day and devote to sizing up things in solitude. Then plan the work for tomorrow, next week, next month, next year. Do it in solitude because then is when you see things in their right proportions. Weigh things, strike a balance, decide whether you are going forward or backward. Apply this planning to your business some time during the day. In the evening, make a mental survey of the day and outline the morrow's work, and call up some big ideal to cheer and inspire you.

GET THE LONG RANGE VISION.

The man who goes along without this practice of sizing up things in solitude is like the merchant who keeps no record, who pays his bills from the cash drawer and takes what is left for profit. He will still be running a little shop in twenty years, while his competitor, who sized things up each day, will be in the wholesale business or manufacturing or living on the interest of his money.

Try sizing things up in solitude for two weeks and the effect will be so good you will keep on of your own accord. Think.

A simple device that many business men and women find very helpful in concentrating

is to have a small bright object on the desk. It may be a mirror, a miniature picture, a little image, a watch or a glass ball as a paper weight. As the eyes are arrested and focused on this object, the mind concentrates naturally on any desired subject.

Many do not know the reason why they like to have such an object at hand to look at, but by understanding the scientific truth about it you can use this device all the more effectively. Try it. Then take out your pencil and chart out the images and ideas that come into your mind.

QUESTIONS—LECTURES IX AND X

1. What is the first step toward forming the habit of concentration?

2. How can a person automatically move toward a chosen object?

3. What process are you adopting for getting the confident look?

4. What is an easy and effective way of influencing others?

5. Which of the seven rules for concentration do you find the most effective?

6. What is a good plan for originating an idea? How have you applied it?

7. Just how are you using the card index for persons and subjects?

8. To what degree have you systematized your work by the methods outlined in this system? Give a specific example.

9. Have you attempted to train others in these methods, and with what success?

10. What methods of concentration and planning ahead are you applying to your daily work?

Art of Letter Writing

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LECTURE XI

YOU HAVE now acquired methods of systematizing your work, attending to details with ease and eliminating stress and strain in your day's work. There is one other very important thing to consider in connection with personal efficiency. That is letter-writing. Whether you simply write social letters or business letters, there are some essential points to be observed for getting the desired results.

There is too much "I" and "We" in the beginning of the average letter. It's "We have this," or "I have done so and so." The thing that warms the heart of your correspondent is something about him or his affairs in the first sentence. Then you can bring in your purpose and object of writing to him. This should be a very simple and direct statement of the thing in a nutshell so that he can grasp the idea at once. Then you can go on and state the necessary details in following paragraphs. As far as possible, never let your business letter run over one page.

MAKE A DISTINCT REQUEST

At the conclusion, summarize things in a pithy sentence and make a distinct and well-defined request for what you wish, coupled with some more cordial sentiment in closing than the conventional, "Yours truly." Extend

your "best wishes" or something real hearty. With a cordial beginning and ending of all letters, your correspondents will soon get to looking forward to receiving your letters with pleasure, and you usually will get what you want from them.

Now a word about form letters. It is well to have a carefully worked-out set of paragraphs, numbered and pasted on a cardboard, easy for the correspondent and the stenographer to handle. In this way, letters can easily be dictated by using the numbers of the paragraphs. But the tendency in using form letters is to overlook the particular inquiry in your correspondent's letter that no form paragraph can answer. If you don't do that, he is lost as a friend or a customer.

ANALYZE YOUR CORRESPONDENT

The man who writes a successful letter must divine his customer's mental attitude, his tastes, needs and tendencies. He must be able to look into the mind of his correspondent and make his argument conform to the other person's attitude.

Drop all stilted, meaningless phrases like: "Your letter at hand, and replying to the same." Write as you would talk. Use simple, colloquial English. Sometimes slang is permissible if you know your correspondent likes that kind of thing.

With these principles in mind, turn loose all your wit and enthusiasm and make every letter a live-wire message. Put all your psychology and dynamic power into your everyday letters, and you will soon be surprised at the responses that will flood in upon you.

FUNDAMENTAL PRINCIPLES

We are now approaching the end of this series of lessons.

The principles and methods outlined in them are fundamental. They can be applied to any occupation or any station in life. The methods may be modified to suit your peculiar circumstances. That should be your individual study. Add to this constructive thought, self-analysis and creative imagination and any person can become a growing power in some field of achievement.

It is not a difficult process. The right kind of development comes as simply and naturally as the growth of a plant or a child. It begins by acquiring a certain receptive mental attitude, and then learning and applying certain principles and methods. They are the same principles and methods that the heads of large concerns have applied either consciously or unconsciously in building themselves up.

By studying these things early in life, you may be able to get started toward the high places younger than those who have not had the advantage of this knowledge.

Or, if you are getting older and yet not progressing as fast as you wish, perhaps all you need is a little keying up of the faculties to give you command of greater powers than you ever dreamed of. There is practically no age limit for the man or woman who looks up and is fired by a great ambition.

About the only difference between men is their ideas. Whenever men or women really make a start and go after big things, they usually find that they are able to match wits

with the best of their fellowmen. When they begin to play to win, they get their share of the prizes of life. It is only the man or woman who hasn't awakened and has no object who gets nowhere.

WAKE UP TO YOUR POSSIBILITIES

The object of these lessons is to show people their own possibilities and how to use their faculties so as to do all the hard and exacting things which they have to do in a simple and happy way. By doing things in this way, they can do more and better work in eight hours than they formerly did in nine or ten hours. They can eliminate fatigue and take a positive joy in their work.

Employers are now looking for men and women who can do a day's work in shorter hours. They don't want the slow pokes and the long grind.

It has been discovered that an idea held in the mind for three minutes each day, or a thing that you do for that short length of time daily, in six weeks will have become a fixed habit, so that you will do and think that way thereafter.

That is why we have laid this out as a six weeks to twelve weeks course. In that length of time you should be well grounded in all the essential principles of personal efficiency.

The following lecture will deal with the Laws of Wealth and Laws of Health. Not only read them but practice them continuously, zealously. They may work miracles for you. Concentrate upon them and work them out for your great good and the benefit of others with whom you are associated.

Laws of Wealth and Laws of Health

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LECTURE XII

IN AN early part of this course it has been intimated that old maxims about industry, economy and early to bed and early to rise, are no longer dependable guides to success and wealth. The reason for this is that something more is necessary in these days when wealth has ceased to be counted by mere thousands, but by millions and billions, and the world's big tasks demand a superior type of men and women. Many people who are perfectly capable of achieving distinction or wealth are on the lower rungs of the ladder because their mental conceptions have not been large enough and their aims not sufficiently definite.

There is a kind of wealth that makes a man mean, stingy and small-minded; and the chances are it was accumulated under the old maxims. But the great fortunes of the present day have mostly been made by men who blocked out a large idea, and then worked up to it. They have made money by investing all their own money and borrowing as much more as their financial and moral credit would permit. They have set countless forces at work and brought prosperity to many others, in their own progress upward. Wealth, with them, was a mental crea-

tion. It was at first only an idea based on a possibility of achievement.

Wealth is not an invariable consequence of industry, but is the result of a logical idea followed by mental effort with well chosen conditions. A multitude of people are industrious but never get rich. An essential thing is that their industry shall be directed toward a profitable possibility. Unless guided by mental forces with a well chosen object, industry simply devotes itself to labor of the humblest kind. It shovels dirt, saws wood, carries mortar, works on railroad tracks and builds roads. These are all useful occupations, but they are what we are all trying to avoid doing ourselves and leaving for those of less mentality and mere physical powers.

WHAT MASTER MINDS DO

It takes high mental forces to conceive of and guide the enterprises in which common labor is employed. Such enterprises provide the men of undeveloped mentality with opportunity for sustenance. Wealth thus employed stretches railroads across the continent, opens mines. It engages in real estate projects, builds skyscrapers and colonizes large tracts and constructs towns. It establishes schools and universities.

In its manifold workings many men, besides the original projectors rise to competence and wealth. Even the humblest lines of industry give some alert men the stimulus and opportunity which start them on the road to achievement and wealth. The promoters of these great enterprises are not

always men of wealth. Sometimes these things are done by men and women with only a vision and others furnish the capital. These are the master minds that make civilization and progress.

Back of all great things is mind power. Perhaps the day will arrive when all will be compensated alike, from track worker to railroad president, but until that day arrives, men and women must use their mental forces in such a way as to get a certain degree of wealth so as to surround themselves and their families with the comfortable and pleasing things of life.

This course of lessons thus far has dealt with the various phases of the mind, from the simplest processes up to concentration and creative imagination. If you have followed this method of mental development up to this point you will be prepared to take the next step upward to the highest plane of human endeavor, and the application of mind power in carrying you forward in the working out of plans for material or intellectual achievement.

We assume that the wealth that you want, you are desirous of creating, of supplying some useful need for which people will be glad to give you a reasonable compensation. Wealth in its truest sense is inert matter welded into useful forms, or service rendered. Uncountable millions are still buried in the earth, or concealed in the air ready for the magic touch of human effort and ideas to bring forth the materialized riches.

The first thing to consider is the making of the greatest possible use of your mind power. Mind power developed to a high

degree, under full control of your consciousness and will, puts you in position to attain anything possible to a human being.

Psychology, which is the science of mental processes and operations, must be the ultimate study of every man and woman who wants to master the art of doing things with the least friction of body and mind. All this stress and struggle of modern life is a process in which one person is seeking to control the bodily activities and influence the minds of other people. Employers want to direct the conduct of their employes. Employes want to win the confidence of their superiors and convince them of the value of their services. Wives want to influence their husbands and help them in their careers. Mothers and fathers want to control and direct the minds of their children. Teachers want to exercise an uplifting and commanding influence over their pupils. The manufacturer, the buyer, the seller, the advertiser, the lawyer, all are seeking to control the human elements they come in contact with and thereby accomplish certain results, with the least possible amount of time, effort and worry. How to do this can be learned by a constant study and application of the laws governing the human mind.

DEVELOPING MENTAL SECOND WIND

In embarking upon high achievement you will soon come to a point where it is necessary to make more than an ordinary effort. The athlete always faces this situation in any contest. The first part of a sprint is made with spontaneous energy. Then comes the

period when the physical energy lags. The will then comes into play and makes the runner keep on. Presently the feeling of fatigue disappears and the sprinter is able to make a new burst of speed. This is a well known fact and is called "second wind."

There is a mental "second wind" that operates in the same way. It is called into operation by making a distinct effort of will at the point where the first feeling of fatigue occurs. Men who have attempted difficult things, who have entered into strenuous financial enterprises, know well this sensation of weariness at a certain point and the will power that carries them on to the next level of physical and mental effort. Those who are able to scramble up to this higher plane of effort are the winners of the prizes of life.

ART OF VISUALIZATION

There are supreme moments in a person's life when he needs to use all his mind power. To one engaged in great pursuits these moments come often,—every day,—in fact life seems a continuous succession of them. So it is well to have a way of meeting them without stress, or worry. A device that will help you to do this is to practice visualization.

When such a critical moment is impending, sit down in your office or any secluded place, close your eyes and make yourself unconscious of present sensations. Expel all distracting thoughts from your mind. Make a mental image of yourself in just the position you are about to be. Picture all the surroundings. Imagine all the other persons who will enter into it. See yourself facing the situation, in

the way you wish to. Picture yourself as resourceful, diplomatic, persuasive, triumphant, succeeding in getting what you are after. Feel the thrill of joy in accomplishment.

As your mind comes back to your surroundings, from this vision, you will find that you have become possessed of the qualities you need for this emergency. When you meet the real situation you will be fortified at every turn. All the expedients you devised in advance will be ready to use and other resources will spring out of your subconsciousness to aid you. You will thus play your part masterfully and the chances are all in favor of your winning.

AID TO ACHIEVEMENT

You can apply this method to any circumstances or conditions. You can visualize a coming interview as you walk along the street on the way to keep an appointment. When you arrive at the office of the person you are to see, you can have so refreshed and fortified yourself that you will be invincible. By this process of Visualization, you create ideas that aid you in bringing about the results you desire. It carries you on to higher plane of thought and action, and helps you to get your "second wind" whenever the need arises. The habit of Visualization will bring many a flash of inspiration from your subconscious mind. It will suggest hitherto undreamed of expedients and modes of action.

It is a good plan to set aside for Visualization the drowsy moments just preceding sleep at night, and upon awakening in the morning. At such times the mind is peculiarly responsive to conjuring up mental images and sending

messages down to your deeper mind to induce action at the appropriate time. There is another very practical method and time for visualization which is used by directors of great enterprises. It is in midst of the hurry and whirl of the business day, as already described.

SEEING THROUGH BRICK WALLS

While sitting at your office desk, by an effort of will you can make your consciousness rise up and beyond your body until you feel as if you are above your business place and looking down upon all the workers and managers and their operations.

Your mind's eye penetrates roof, floors, walls and no secrets are hidden from you. You see everything that is being done and you hear what is said in all departments. You have a consciousness that you are in touch with every person and every detail of the place. You have heard of men who could do this. Any person of intelligence can cultivate this faculty. There is no mystery about it. It is a phase of brain and mind evolution.

You can carry this process still farther. You can allow your imagination to carry you to distant countries, on pleasure or business projects. Your expanding mind will seem to be cognizant of things beyond the knowledge possible to acquire in any other way. Many a great business project has been started in this manner. Many an inspiration for a great career has been received while a person's mind was on such a voyage of discovery.

This is not occultism or mysticism or clairvoyance. It is simply a phase of the creative imagination, and Visualization, two of the

greatest faculties of the human mind. These are attributes of the newly evolving man,—the superior man.

We will now recapitulate:

The reason most people do not get ahead in the world is because their mental conceptions are not large enough and their aims not sufficiently definite.

Plenty of people have a vague idea of becoming rich, but this does not get them anywhere. What they should do is to form a definite plan and take immediate steps to work out that plan.

We ask you now to reflect on the following resumé, and ten basic Laws of Wealth.

TEN LAWS OF WEALTH

1. Make a mental conception of the degree and kind of wealth you desire.

2. Form a definite plan of acquiring it and take some step or action each day leading toward your object.

3. Fortunes are made by blocking out a large idea and then working up to it.

4. Invest all you can and borrow all you can, if necessary, to carry out your enterprise. No man gets very far if he is afraid to borrow money to back up his enterprise.

5. Get the best counsel and advice you can from successful men in the line of business you propose to follow.

6. Make a mental demand on others from whom you feel you may rightfully expect aid and co-operation needed in carrying out your plans.

7. Be sure your idea is logical and practical and select a place for operation where conditions are favorable.

8 The more mentality and imagination you can put into your enterprise the greater will be its scope and profit.

9. Make a chart or diagram on paper of your enterprise and keep adding to the data.

10. Study and review the plan every day and devote fifteen minutes each day to constructive thinking.

CONSERVING AND DIRECTING YOUR ENERGY

Every aspiring man and woman should bear in mind that efficiency means economy of operation, not excessive and strenuous work. So mental efficiency means economy of effort and conservation of energy. A man may be very successful and effective in his work. But at the same time he may be doing his work with such a waste of physical and mental energy that he is hastening towards a breakdown. That is the condition of thousands of the ablest men in this country today. It is a great mistake. There is always an easier and more harmonious way of doing things if they are really worth doing. There are assistants that can be called in to do some of the hard grinding work. There is co-operation to be secured from equals and subordinates that will lighten the load, if a man but reaches out for this kind of help.

It takes thought and study to find out these avenues toward the attainment of the best ways of doing things. But if a man will adopt the receptive mental attitude and be willing to seek this knowledge and learn from all sources of information, he can rise easily to higher levels of achievement. He can also enjoy his work and have a greater degree of health and happiness.

KEEPING IN GOOD PHYSICAL CONDITION

It has been shown in the preceding lessons how the mind controls all the activities of the body and shapes a person's entire career. You are now familiar with the influence of the mind in causing feelings of exhilaration and acting as a stimulus to endeavor. It is only a step further to apply mental principles to the avoidance and cure of all functional disease. By functional disease is meant ailments that are due to disordered conditions of the natural functions of the body, such as headaches, stomach troubles, constipation and the like. These are by far the most numerous and annoying maladies that afflict humanity. If a person can free himself from such ailments he has gone a long way toward reaching an ideal condition for effective work and happy existence.

You have already seen how all the vital parts of the body, stomach, heart, lungs, liver and other organs are directly connected with the brain by means of the sympathetic nervous system. So you can readily understand how an effort of will exerted by the conscious mind can send a message down to the subconscious mind, which relays the message to any given organ and affects the action of that organ. But at this point a distinction should be observed between functional and organic diseases.

Functional diseases are those in which there is no actual loss of tissue. Organic diseases are those in which an actual destruction of bodily tissue has occurred, such as tuberculosis, cancer and blood diseases. All these as well as surgical cases and germ disease need all the skill

of modern medical science. Yet even in the case of organic diseases the mind can be made to play an important part in recovery by stimulating the natural functions of the body.

Neurasthenia, the great American disease, can be cured and is being cured every day by mind power. Neurasthenia is functional derangement of the nervous system with depression of the vital forces, due to prolonged overwork or nervous strain.

Since functional diseases come properly within the scope of mind control, every person should be familiar with scientific and practical methods of warding off or curing this class of ailments. Functional disease is really a perverted form of bodily action, caused usually by mind strain, fear, worry or nervous shock. The remedy consists in restoring harmonious action to the organ that has been deranged. Obviously the thing to do is to correct the mental condition and the body will then tend of its own accord to resume its normal action.

FIRST PRINCIPLES OF HEALTH

It is a well known fact in physiology that the processes of secretion and repair of the body are dependent on blood supply. All the millions of living cells of which the body is composed, are kept alive and in working order by the vital fluids they draw from the blood. An abundance of good blood actively circulating through the body is necessary to maintain a person in a state of health. Blood is made by the assimilation of food and air. So the quality and amount of your blood is dependent on the kind of air you breathe and the kind of food that you eat. Pure air and good food are thus the first essentials to physical well being.

By great mental effort a person may be able to keep himself in working order with an inadequate supply of food and air, but at the risk of future physical breakdown and depletion of body forces. The better and simpler way is to recognize the body's physical needs, comply with them as far as possible and save your mental energies for the greater uses of life. Having given your body a proper amount of good food and pure air you can feel that you are entitled to call upon all your physical organs for normal healthful action and to aid you in the pursuit of your chosen objects.

While we might lay down a long regime for curing functional diseases, there are two rules that form a short cut to this same end. They are as follows:

1. **Avoid the mental attitude which tends to produce a certain ailment;**

2. **Assume the contrary state of mind.**

For instance, headache is usually caused by mental excitement and worry. This condition tends to lessen the blood supply to the digestive organs and to produce derangement of the stomach, liver and bowels. You can deliberately make up your mind that you will not permit yourself to become so excited and nervous as to cause indigestion and constipation. You may at first think that the nature of your work is such that you cannot avoid mental strain. But if you will analyze your work in the light of the processes stated in the lesson on industrial efficiency, you will probably be able to devise ways of doing your routine tasks without undue stress. If after careful and continued effort you cannot do so, then you had better make a change in your work. For you cannot

make any great success if you are constantly being incapacitated by physical or mental strain.

Most of the mental strain of a business day may be counteracted by cultivating a pleasant state of mind; putting on a smile in the morning at the same time you put on your coat, and wearing it all day. This is in line with the second rule stated before, that to avoid certain physical ills you should assume the opposite state of mind from that connected with a certain ailment.

DRIVE OUT DISEASE THOUGHTS

The mental condition that invites disease is depression of thought and brooding over a disease, its aspects and symptoms. To correct this habit or tendency you can now call to your aid the knowledge you have acquired about Visualization. You know that an image held in the mind will tend to reproduce itself in bodily expression. If you desire to be well and free from any ailment avoid thinking about diseases. Avoid talking about disease and bad symptoms. Give no time to such unpleasant and depressing subjects. Adopt reasonable precautions against disease and then keep your mind filled with happy, healthful thoughts, thoughts of your work and pleasure.

If conversation about disease is forced upon you by other people, banish such thoughts and turn the discourse into happy, healthful and useful channels. This does not mean that you should have no sympathy for those who are sick and in distress. There is a way of feeling and expressing sympathy for them and at the same time doing them the most good by lifting their minds out of the de-

pressing levels of disease and sorrow and setting them to thinking of health and happiness. The most effective way to bar out sickly thoughts is to keep your mind occupied with stimulating, invigorating and pleasurable ideas. This will have the effect of stimulating the bodily organs to perform their functions in a normal, healthful way.

CURING YOURSELF

Where a natural function has become perverted and you are actually in the grip of an ailment, some such treatment as this may be followed: Place your hand on the affected part and by an effort of the will direct a supply of blood to or from that organ. Picture to yourself that organ resuming its natural functioning and pulsating with healthful life. In the case of headache bear in mind that the cause is elsewhere, usually a disordered stomach or liver and constipation, resulting in a congestion of those organs and the sending of an excess of blood to the head. So in such cases the blood should be directed away from the head and to the digestive organs. Give frequent treatments of this sort to the affected organs during the day, just before going to sleep at night and upon arising in the morning.

Where an ailment has become chronic, hold in mind constantly the idea of a healthy condition of the affected organ. If you are troubled with indigestion, select certain articles of food that you know are healthful, eat them with a relish and the confident thought that they will nourish you and do you good. Nature will take care of the rest of the digestive process. You have only to give the appe-

tite what it craves without overeating. Drink a plentiful supply of water in some form, avoiding ice water. Two quarts of water a day will go a long way towards correcting most functional ills and keeping you in a good healthy condition. As a simple matter of health abstain from alcoholic liquors as a beverage.

To this simple system of right thinking, wholesome eating and drinking, add deep breathing and plenty of fresh air whenever and wherever you can get it, during the day. Then get an abundance of fresh air at night so that you will wake up every morning with a feeling of refreshment. A volume might be added on this subject but your own good sense will tell you how to best regulate your everyday habits of life. You will then find that you will have very few ills that your mind will have to be called upon to cure. Let the following be your Ten Commandments of Health.

DECALOGUE OF HEALTH

1. Avoid the mental attitude which tends to produce a certain ailment and assume the contrary state of mind, thinking only health thoughts.

2. Headaches and indigestion are functional disorders which any person can cure by mind power and right living. Command yourself to be well.

3. Drink two quarts of water each day.

4. Eat moderately of nourishing food with only a few varieties at each meal.

5. Get plenty of fresh air and insist on proper ventilation wherever you are.

6. Breathe deeply so as to thoroughly vitalize your blood.

7. Get as nearly eight hours sleep a day as you can.

8. Dismiss all unpleasant thoughts in the evening and go to bed in a happy state of mind.

9. Upon retiring relax completely by lying on your back, raising your hands three times and letting them fall by your side, then breathe deeply twelve times.

10. In the morning upon awaking, think "I am happy to be alive and well," and breathe deeply ten times while standing absolutely erect.

If you adopt this decalogue of health, you will feel fresh and eager for work every day.

Those who put into practice the methods outlined in this course will become conscious of a new force in their character. The effort of will soon becomes a habit, and the constant pressure of the will will occur automatically and without weariness. This sharpened faculty will arouse new physical energies and you will find that you are not only moving on a higher mental plane, but that you have gained bodily strength and vigor. You are becoming a Superior Man or Woman. The fact is you have undergone an evolution to a higher personality. You have developed more convolutions and gray matter in your brain. You are a different man physically as well as mentally. This is akin to what is termed in religion "regeneration" or being born again.

There is a growing conception of God as the Universal Mind,—and man the highest evolution and Materialization of Mind. The cultivation of mind power thus leads up to the very door of religion. Success to you on your road to High Endeavor.

Personal Problem Supplement

MIND POWER BUILDING SERIES

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GUIDE TO QUESTIONS AND ANSWERS and

Solutions Worked Out by Men and Women
Who Have Taken This Course.

AS A summary of foregoing lessons we wish to make a brief review of some of the essential ideas and principles set forth in these lectures as a guide to you in answering questions, in applying these things in every-day life, and molding your future.

The methods outlined in this course are founded on well established psychological laws. If followed regularly and persistently they will cause a person to instinctively act on these higher levels of thought, without conscious effort. This is the essence of that supreme quality,—character, which insures a person against lapses, and weak decisions,—which enables him to pass by temptations without being tempted, because such things have no allurements.

It may take a man ten years to learn a thing but it requires only a minute to tell it and for another to profit by it. It has taken psychologists and business men more than thirty years to discover the mental laws and efficiency methods stated in this course. But you can learn and begin to apply them in thirty days.

ANSWERS TO LESSON QUESTIONS AND PERSONAL PROBLEMS

We are now going to submit to you answers given to questions by students of this course. Some are by men and others by women. This will aid you in framing your own answers. Working out these answers and solutions to personal problems will be one of the greatest benefits you will get from this course. We hope you will not overlook, nor neglect this feature of the course.

REALIZATION OF PERSONAL POWERS

ANSWERS TO LESSONS I AND II.

**From R. H. Sinclair, 1309 Victoria Avenue, Fort William,
Ontario, Canada.**

To discover, use and develop our latent powers to the fullest extent should be the chief aim of every person.

The three fundamentals of personal development are, (1) The full use of both minds, the conscious and subconscious; (2) Knowledge of the fact that we all have the mechanism or working parts for a practically perfect memory and some other faculty or faculties which when developed will lead to superiority in some particular line; (3) The acts and habits are the products of previous thought and that we can become what we will by directing our thoughts along constructive lines and refusing to entertain thoughts which are not in harmony with our best interests.

The application of these principles arouse ambition and a new sense of security and power over circumstances.

The subconscious mind works along grooves previously worn in the brain cells; it works continuously; if properly used it will solve all problems without strain. On the other hand, the conscious mind works laboriously, using up tremendous energy.

I have drawn up a schedule of my day's work for the purpose of simplifying and systematizing things.

Ambition and application are the keynotes to progress.

I am applying these principles by developing my powers of observation, memory, judgment, etc.

USEFUL APPLICATION OF THIS STUDY

ANSWERS TO QUESTIONS, LESSONS I AND II.

**From Harriet C. Gary, 1434 N. Mount Street,
Baltimore, Maryland.**

I am able to put aside fearful apprehensions; to look hopefully towards the future with a calmness born of perfect assurance that whatever my desires may be all will work out well for me.

A person gets a new conception of his mind power and how to use it by this study.

To every person it is valuable to know of the great "I" within, that which when properly aroused can accomplish all things.

A man's superiority above his associates can be measured by his capacity for rapidity of thought.

I am planning my work which is to be done the day before, and doing so much of it in a

given time, never permitting hurry or worry to interfere with my plans.

For personal development careful study is needed, with a determination to succeed, reinforced by an indefatigable will.

By using these principles I can plan fearlessly and execute my plans hopefully, looking toward the future with joy, believing that it holds great good for me which I am certain to obtain.

A GREAT HELP IN SCHOOL WORK.

**From Elizabeth P. Way, 814 Glen Oak Avenue,
Peoria, Illinois.**

The chief aim of every person should be—efficiency.

The three fundamentals of personal development are:

- (a) To know how to use your brain.
- (b) To cultivate your memory.
- (c) To think quickly.

The effect of applying these principles will be more power, the power to control not only yourself but circumstances.

Speed of thought gives you the same advantage that any other form of speed may give. You get there first. You think all around your rival and get ahead of him.

The speed of thought test was easy, but of course I am constantly correcting papers and so ought to be speedy. It is the grade teacher's only salvation, otherwise she would be hopelessly swamped.

(Miss Way's test was one of the quickest we have on record, being $\frac{3}{5}$ of a second.)

I am systematizing my day's work by deciding definitely just what to do and then putting

my whole mind on that thing, doing it as quickly as possible, then taking up the next thing on my schedule.

Three things are needed to grasp these principles, open-mindedness, concentration and perseverance.

I am using the rules for personal development daily at every opportunity.

Psychology is part of the Normal Course and your application of it is very interesting. I find I am gaining, I do not get so tired and seem to have more reserve.

The grade which I have is very difficult to control and I dreaded taking it up again, but I really think that your methods are going to help a lot. In Memory I find I need accuracy, and I am going to work on that.

BUILDING EXECUTIVE ABILITY

ANSWERS TO QUESTIONS, LESSONS III AND IV.

**From A. L. Palmer, 651 Holbrook Building,
San Francisco.**

1. There is a greater demand for trained minds because they can do a greater amount of work in less time and do it better.

2. Executive ability can be cultivated by forming the habit of analysis, deduction and decision; by increasing the range of attention; by demanding the mental co-operation of the whole office force and expecting without a doubt to receive it; by picturing one's self as being required to discharge the duties of the head of the department or concern and determining in detail how you would do it.

3. Business tone can be acquired by directing your ideas so as to aid your purposes; by calling

up from the subconsciousness images opposed to fear and depression; by having a definite standard or object to accomplish to employ the energies constructively.

4. I get command of myself every morning by a few minutes of calisthenics and a cold shower, and endeavoring to think cheerful, happy thoughts, confident of the ability to discharge the duties of the day and expecting that something unusually good and satisfying will occur.

5. I keep myself in good physical condition by endeavoring to control my thoughts, by avoiding destructive emotions, as anger, fear and depression; by self command; by positive direction of the thoughts and ideas so as to avoid unfavorable reactions; by assuming an attitude of confidence and the expectation that disease shall not occur to my body.

6. These studies about developing the executive quality are very helpful, and your suggestion to hold the expectation that opportunity for greater achievements will appear in good time, is a good attitude for every one to assume.

7. I am applying formulas for general development on retiring or in other leisure moments, endeavoring to fix in the mind the principles so far presented in this Course, with the belief that they will be the foundation of a larger mental life.

8. The foundation principle of efficiency and good management is to get things done in the quickest possible way, with the least possible expenditure of energy.

9. I am using the following system and methods; at home and in the office I have a

portfolio of three or four compartments, for caring for many personal matters.

On the work table in my office one tray is assigned to receiving all incoming matters requiring attention, another for papers to be filed, and a third for papers needing the attention of others.

I use the right end of the roll top desk for placing papers for dictation, and the left end of the desk for holding papers in pending matters which have to be kept under the hand until they are disposed of.

I devote the drawers of the work table by my desk to stationery and tools used every day. The desk drawers are used for storage purposes, for the most part for articles needed close at hand. The lesson suggests some improvements here which I expect to make by installing files in drawers.

INTERESTING MEMORY EXERCISES

ANSWERS TO MEMORY LESSONS.

From Ethel L. Walker, McGraw, N. Y.

1. A simple and effective way of recalling any name, date or fact is to tell yourself that you want that certain name, in the form of a mental command, and then recall all the objects or facts associated with it.

2. If the name is still illusive, begin with the first letter of the alphabet and ask yourself if the name begins with A, B, C, D, etc. This usually results in bringing to your lips the desired name or word.

3. It is necessary to keep the physical senses keen because through them the mental images are registered on the subconscious mind and by

these images we remember. So the clearness of our memory depends on the vividness of the images stored away in the subconscious mind.

4. If we give poor attention to things the impressions which we form are weak. The grooves in the brain tissues are therefore shallow and are soon lost. But if we give good attention a deep impression is made and the fact is easily recalled.

5. Mechanical aids to memory should be adopted because it is better to remember the big things well and have aids for the details than to remember them all imperfectly and have your mind overtaxed. These aids also help to train the memory, as each time a fact is recalled or acted upon the impression is stronger.

6. I am trying the shop window device to see how many more things I can remember each day.

7. A good memory gives one confidence and poise. It exhilarates and strengthens all the physical organs as well as the mind. It quiets the nerves, and gives one a calm and happy atmosphere in which one feels sure of himself.

8. I am practicing the remembering of the principal expressions of speakers and trying to remember a long list of names of persons that I am introduced to, and am using other devices given in the lessons.

9. I am much pleased with the idea of a desk calendar pad and shall use that when I take up my school work in September.

10. These laws strengthen one's faculties, for each repetition, comparison or association strengthens the power of the mind. Just as muscles develop by exercise and also gain in flexibility and efficiency, so does the mind.

THE WILL AS A FACTOR IN MEMORY TRAINING

ANSWERS TO MEMORY LESSONS.

**From Henry Shato, 2438 Poplar Street,
Philadelphia, Pa.**

ANSWERS TO LESSONS V AND VI.

I always put forth the will in the effort to remember.

It is necessary to keep the perceptive powers at their best and the effort of continuing the exercise of the perceptive faculties will develop a greater alertness, attention and will power as well as the capacity for accurate observation.

Persistent attention is essential, watchfulness and a certain detective attitude in ascertaining facts to remember and imprint the true mental image on the brain cells, of things which you may need to recall in the future. Continuous alertness and persistent attention form a very important part in memory training.

I adopted a memorandum plan along the lines indicated in the lessons and in my work have formed a mechanical habit which never fails me up to 95% of perfection.

A good memory will give one a better self-control and ability to meet his superior opponents in everything.

In my studies I am making notes of the lectures which I re-write from memory later on.

The sight memory exercise is to observe everything one sees and write it down later from memory and continue this exercise until he has developed and perfected his sight and memory to the desired degree.

To develop and strengthen my faculties depends upon study, time and application of these psychological laws, which will build up my per-

sonality and expand my thought mechanism over a wider field.

NOTE. I have adopted an alphabetical filing index where I file everything of importance and ideas which I think may be of use in the future.

Along with this I started to use the Day's Activities Chart and the Work Chart given in the Industrial Efficiency Lecture.

The Day's Activity Chart has proved a great help to me and I am doing things quicker than I ever did before.

BENEFITS OF MEMORY STUDY.

ANSWERS TO MEMORY LESSON QUESTIONS.

From Miss Lizzie Walsh, Springfield, Ohio.

I notice an improvement already in my memory, which I thought formerly was poor. The way I do is to follow the lesson rules which you give, by trying to think of something, then go on with something else, not getting nervous about it and presently it comes to me.

A good memory has a most exhilarating effect on the mental and physical system.

In Memory Test No. 1, I remembered 13 words out of 20, 65%. In Test No. 2, I missed only 8 words out of 50, which made 84%. (This is 20% above the average.)

The memory exercise I use every day is to try to observe new and different things, to meet and be introduced to new acquaintances and to remember their names.

I also use the sight memory exercise by training myself to see and remember a great many things, not being content with just the larger or more important things, but also the smaller details about them, and find them exceedingly interesting and important.

These psychological laws strengthen and develop your faculties by changing your whole personality and giving you a new interest in life.

CONCLUSIONS DRAWN FROM LECTURE ON CONCENTRATION AND PRACTICAL APPLICATION TO A DAY'S WORK

From Joseph Sima, Prairie du Chien, Wisconsin.

By concentrated thinking I develop greater devotion to my cause. The small things of life will have less effect upon me and I shall attain poise and self control.

If your desire is deep enough it will control your words and actions and develop thought force that will have the proper effect on others. To do this you must have a positive purpose.

Not being an office man I cannot use system exactly as explained in text, but I keep order in my tool chest and dresser drawers. I plan my work ahead and have a note book for dating things ahead and for keeping suggestions and facts that I like or think I can use later.

When I am at work I keep my mind on what I am doing and keep interested in it. I study what is to be done and how. I figure how long it will take or should take. I form an idea of the amount of work I will do tomorrow and thus keep up my ambition.

I get command of myself in the morning by thinking of the day ahead as a successful day; also making up my mind not to worry or lose my temper, no matter what happens.

I think I do about 25% more work since applying system. I lose no time in looking for tools and a feeling of contentment gives me greater working capacity.

VALUE OF CONCENTRATION

From Mary E. Cole, Normangee, Texas.

Concentration is sustained thought and action on one subject.

A person can automatically move toward a certain object by setting his mental helm in that direction.

By concentrating we acquire greater devotion to some cause, which eliminates the effect of trivial affairs and gives us the successful look.

I find the 2nd of the several rules most effective: "Form a clear mental image of the object you desire and picture yourself as already possessing it."

A good plan for originating an idea is to concentrate all thoughts so as to summon all your subconscious faculties into action to work out a constructive idea.

I have not had the opportunity to teach these principles to adults, but have talked to those with enough intelligence to understand and they are wonder struck to have their thoughts which seem so scattered or hidden brought to view and controlled.

I concentrate my thoughts upon each performance of each child in my school and try to discover his ability and inclination to certain vocations. I plan such things as well be enjoyed as well as give necessary enlightenment and try to present lesson subjects in the way that I think will be awakening and easiest understood.

I can't thank you enough for the help these lessons have given me. You may rest assured that my thanks will be given in earnest efforts towards making known to as many others as possible your very helpful principles.

Yours respectfully,
MARY E. COLE.

APPLYING PRINCIPLES TO BUSINESS

**From Edna L. Anderson, with American Druggists
Syndicate, New Ycrk.**

A person learns from the first lesson in your Course that he has the mechanism of a practically perfect memory and how to develop and use it. You also learn that each person has the ability to do some one thing better than any other person in the world.

You notice a change in the whole character and performance of a person in the course of six weeks if he or she studies and works out these principles and methods.

From these efficiency principles you see the need of keeping everything in an orderly manner, completing every task, checking up everything, overlooking no obligation or promise and forgetting nothing. A person also learns the necessity of cultivating the habit of methodical work and thoroughness. I am applying these rules and methods daily in everything.

Executive capacity or some special ability can be developed by every person by proper training and putting the will to the task. I am using the methods you recommend in the lesson for getting aid and co-operation in my work. Being handicapped in many ways I knew that I had to prove efficiency and I have succeeded by applying similar methods of my own. Your suggestions are an added help.

Your memory system strengthens and tones a person up. Your explanation of how to make your memory images as vivid as a film negative is very helpful. Your methods are an effective way of training the mind to observe and remember in detail. Add to this the exercise of the will and its ability to command the subconscious

mind to reproduce what you wish and a person is suprised at results.

The industrial efficiency methods you state enable a person to do rapid work without break-down and at the same time to rise to a higher level of mental and bodily activity and thrive on it.

LEADS TO HIGHEST SUCCESS

**Answers from Mrs. Alice Haynes, 1521 Morton Street,
Alameda, California.**

The achievement of success is the commendable aim of every life worth living. Success to one may mean acquiring money, to another attaining scientific knowledge and distinction, to another political position, to others social prestige, but to those of the broadest vision it is a complete life, the accomplishment of a definite purpose.

The effect of applying the principles and methods presented in these lessons to your life affairs is efficiency, which tends to keep a person aroused and active. Personal efficiency consists of development of a strong will, intelligence, ability to think, genuineness, ambition and a desire to do things.

AID TO ACHIEVEMENT.

From H. W. K. Irvine, Altuna, Santa Lucia, Cuba.

The chief aim of every person should be to analyze his character and mental powers, find out his weak spots, and then set about to train and strengthen the weak parts to the fullest possible degree, using the strong points in his character to help accomplish this end.

By getting control of one's double mind power a man obtains the use of the marvelous storehouse of his subconscious mind, and these

two minds, the conscious and the subconscious, working in harmony, give one character and strength.

The effect of applying the principles set forth in these lessons is that you get confidence and control of your mental powers, which leads to efficiency and doing work with less effort.

The greatest discovery that a man ever makes is that he has a deeper mind than he is ordinarily conscious of, which is the storehouse of all his past thoughts, knowledge and experience, which if used and directed properly is of untold value.

The value of knowing your speed of thought is useful in business and social matters, for if you can think faster than the person with whom you are dealing it gives you an immense advantage and also confidence. In cases of emergency a person who thinks the fastest may avert a disaster or save a life.

I am systematizing my work as far as possible along the lines you mention so as to save time and energy.

To grasp these principles one has to know the laws governing the mental process of thinking and how to obtain control of the mind. He must then cultivate the habit of control and hold the thought of desire and ambition, or perhaps I should say aspiration, and live up to these ideas.

I am trying to develop my dynamic power by the means mentioned by you in these lessons, by gaining control of myself, getting confidence and cultivating happy thoughts, and by striving to get rid of ignoble and weak qualities.

Executive ability can be developed by learning to get control of your dual mind power, by building up your personality, by enlarging your range of attention, by being alert, by observing,

noting and remembering what you see. A man cannot command others till he has got command of himself. So I make a practice of getting command of myself each morning by taking deep breathing exercises, and getting control of my subconscious mind, or getting the back of my head working, as you might say, then going over the day's work and planning it to the best of my ability and trying not to let trivial things annoy me.

I am planning to advance in my profession and am studying along that line. I am also working out a scheme to develop a business. I am using rules for orderliness and desk system, getting rid of all unnecessary papers and material, attending to the main business of the day first and then taking up other matters in due order.

HOW TO WRITE YOUR ANSWERS

The answers given here are brief and merely suggestive. To get the greatest good from this course, write out your own original answers in full to all questions. Afterwards compare them with this supplement for help in arriving at the best possible answers or solutions of personal or business problems. The answers and solutions given by others in this supplement will be a help to you. Make out one set of ten answers each week, if you conveniently can. Give plenty of time and thought to this work.

Some answers are so good that with your permission we would like to copy and show them to other students as an aid and inspiration to them.

Address answers and inquiries to

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